

CENTER FOR CIVIL AND HUMAN RIGHTS
Working Group Report-- APPENDIX

**Delivered to the Mayor of Atlanta-
The Honorable Shirley Franklin
December 15, 2006**

Throughout the ages humans have sought to secure a decent and just place for themselves in their community or society. Sometimes to gain that sense of security they have had to fight to change the conditions of their lives. This Center will recognize and tell the stories of the universal search for a secure human existence.

APPENDIX

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1. Big Tent Meeting



1. Big Tent Meeting



Development plan



1. Big Tent Meeting



Eastside-Auburn



Vision & Goals

- Retain and capitalize on historic resources and expand facilities that celebrate and teach the culture of the Avenue
- Attract compatible new housing, office and retail uses as part of a vibrant mix of activity
- Enhance pedestrian connections and transit opportunities, particularly for visitors




ATLANTA REGIONAL COUNCIL *for* HIGHER EDUCATION

www.atlantahighered.org

www.atlantacivilrights.org

Mission

- 
- 1) Preserve the heritage of Atlanta's role in the Civil Rights movement and keep alive the lessons of this period through an educational Web site.
 - 2) Help researchers and others access historical materials in regional libraries/archives, advancing Atlanta's role as a center for the study and understanding of human rights.

www.atlantacivilrights.org

Project Phases

- 1) Inventory collections at ARCHE member libraries and archives and make available online with historical context (Completed May 2004).
- 2) Plan educational Web site with help from broad cross section of academic and community experts (Completed December 2005).
- 3) Raise needed funds and build the site (Starting January 2006).

1. Big Tent Meeting

Atlanta in the Civil Rights Movement

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keywords [SEARCH](#)
Civil Rights Site

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Atlanta in the Civil Rights Movement

As home to many key leaders and organizations of the civil rights movement – and as a site for many of the movement's grassroots activities – Atlanta played a critical role in this period of American history.

To help keep alive both the lessons of the movement and the legacy of Atlanta's role in it, the Atlanta Regional Council for Higher Education (ARCHE) is undertaking a civil rights project in three phases.

This site represents the first phase of the project. It highlights Atlanta's role in the movement from 1940 to 1970, provides a timeline of key events, and offers information on other civil rights printed and online resources. Uniquely, this site provides a first-ever searchable inventory of special collections containing materials on the movement found at ARCHE's member institution and affiliated libraries/archives.

So, bookmark our site as a resource and follow ARCHE's progress on this project.

This site has been made possible through the generous support of:



[The Institute of Museum and Library Services](#) under provisions of the Library Services and Technology Act, as administered by the Georgia Public Library Service



[Atlanta History Center](#)



MURPHY 1956
HIGH SCHOOL

1957

1958

1959

1960

1. Big Tent Meeting

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Experience Atlanta's movement



How did Auburn Avenue, African-American churches, and the students of the city's historically black colleges create an incubator for leadership and relatively peaceful change? The Atlanta movement from 1940 to 1970. >

FEATURED EXHIBIT



Money in the movement
There was money in keeping blacks out of power – and economic motivation for desegregation, too. This exhibit also looks at how the movement was funded. >

IN THE CLASSROOM

For Teachers & Students

Learn the lessons of Atlanta's movement through documents, photos, audio and video. >

THE ARCHIVES

For Scholars and Writers

Take an electronic peek into Atlanta's rich civil rights archives. >

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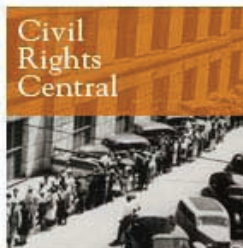
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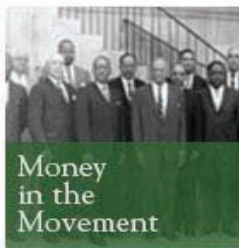
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Online Exhibits

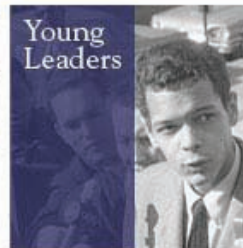
Click into these exhibits to let Atlanta's archives take you into the civil rights movement in Atlanta.



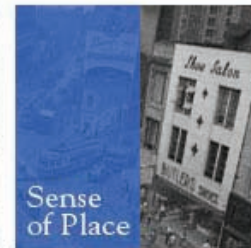
Atlanta was central to movements in Georgia communities and across the United States. >



Economic motivations drove segregation – and desegregation. >



Students from Atlanta's many black colleges were critical to how things changed in Atlanta. >



Visit the Atlanta places where the movement happened. >

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Money in the Movement

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Find the basics on the people, places, events and organizations of the civil rights movement in Atlanta. Browse by category or alphabet, or use the search feature.

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Dr. Benjamin E. Mays

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[Colorful Days in Black and White >](#)

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Archival Collections

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ARCHE member colleges and universities and affiliated libraries and archives have collections with significant materials related to Atlanta's role in the civil rights movement, including paper records, photographs, audio recordings, videotapes, and other resources. All of these collections may be searched from this page based on the categories shown below of people, organizations, events, and locations in the movement, or individual library/archives.

Search for a name, keyword or phrase:

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Atlanta History Center

Coretta Scott King Papers


Description	Correspondence received by Coretta Scott King following the assassination of her husband on April 4, 1968. 100% of collection is processed 100% of collection is related to project MARC record for collection
Ownership	Not known
Reproduction rights	Copyright laws of the United States
Conditions of use	Contact archivist
Contact Information	Kenan Research Center 130 West Paces Ferry Road Atlanta, GA 30305 404-814-4040 404-814-4175 E-mail: reference@atlantahistorycenter.com www.atlantahistorycenter.com/archives/html/archives.htm

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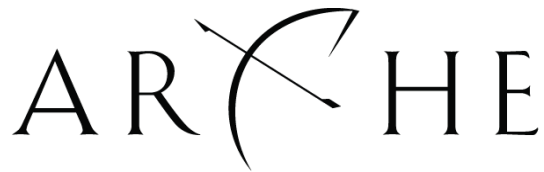
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Connections to Possible Attraction

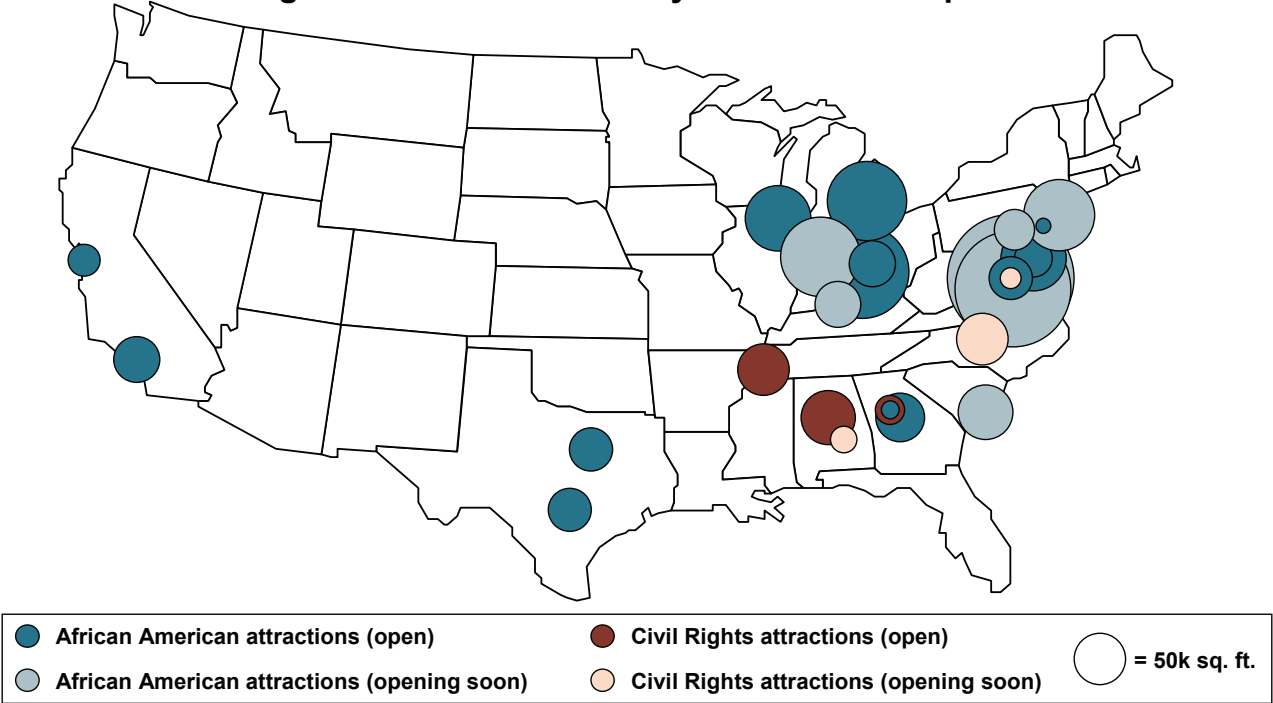
- 1) ARCHE Web site can advance visibility for attraction.
- 2) ARCHE digital content can fast-forward creation of experiential exhibits and learning materials.
- 3) ARCHE campus and partner experts can help build programs.
- 4) Area college students can work in education and research roles.



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THERE WILL BE 24 MAJOR AFRICAN AMERICAN AND CIVIL RIGHTS ATTRACTIONS IN THE U.S. BY 2013⁽¹⁾
Civil Rights Attraction Will Likely Face Less Competition



(1) Major attractions are defined as being at least 10k sq. ft. or having annual visitation of at least 50k people
Source: Press Articles, Online Research

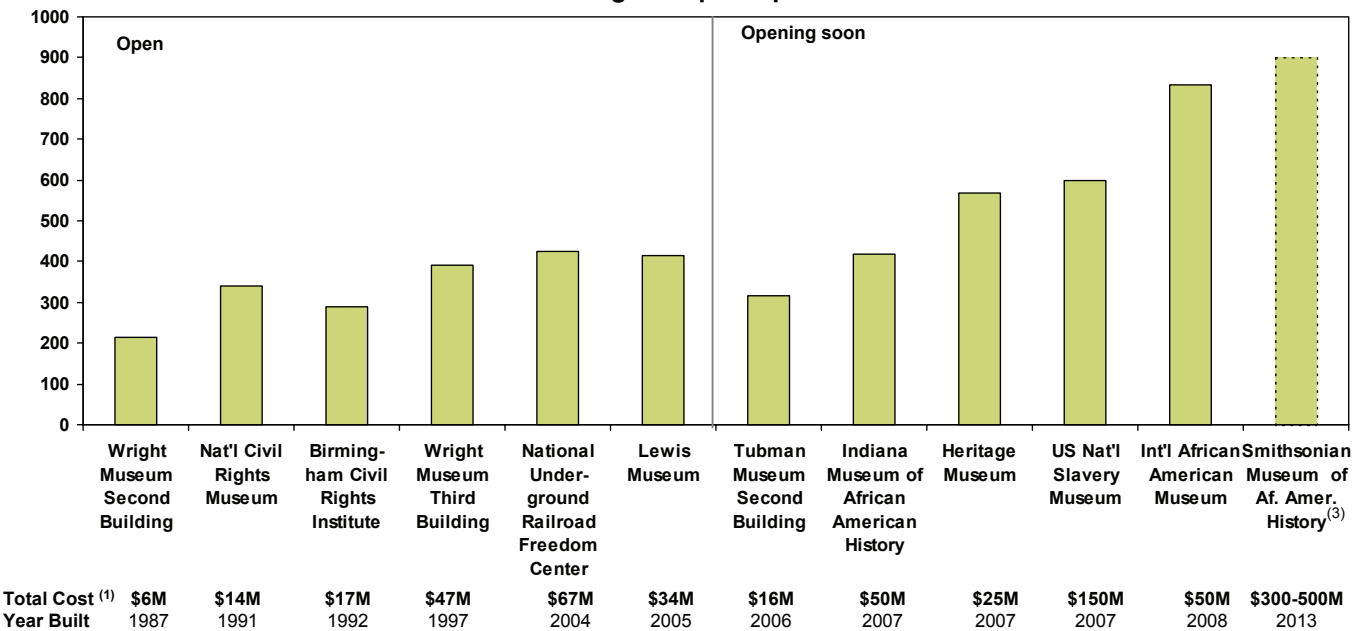
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BUILDING COSTS AND SQUARE FOOTAGE ARE INCREASING WITH NEW ATTRACTION CONSTRUCTION

\$/sq. ft. ⁽¹⁾

Building Cost per Sq. Ft. ⁽²⁾



(1) 2005 Dollars using CPI Inflation Calculator

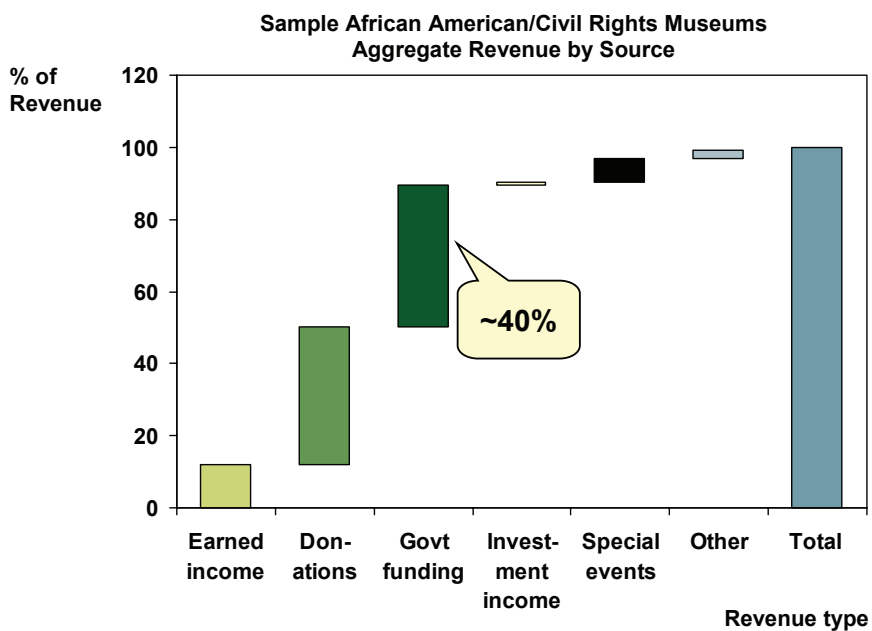
(2) Building cost does not include land/property cost

(3) Smithsonian cost and square footage were estimated from available data

Source: Press Articles, Museum Reports, Museum Websites, BCG Analysis

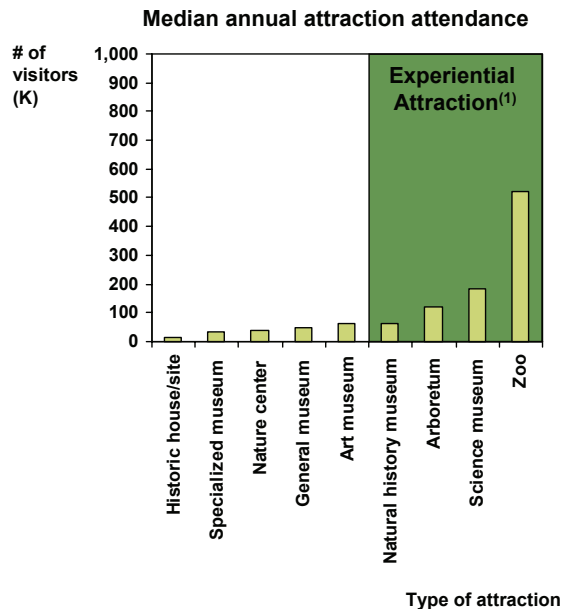
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GOVERNMENT FUNDING FILLING POTENTIAL DEFICITS FOR MAJORITY OF AFRICAN AMERICAN/CIVIL RIGHTS MUSEUMS



Source: Museum 990 IRS Filings FY 2003 & FY 2004 ; BCG Phone Survey of Museum Personnel; BCG Analysis; Detroit Free Press June 7, 2004; Museum Websites
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EXPERIENTIAL ATTRACTIONS DRAW MORE VISITORS RELATIVE TO OTHER ATTRACTION TYPES



Major U.S. experiential attractions (attendance M)

National Air & Space Museum	9.4 ⁽²⁾
San Diego Zoo	3.2
American Museum of Natural History	3.0
Museum of Science – Boston	1.6
U.S. Holocaust Memorial Museum	1.0
Colonial Williamsburg	0.7
Denver Botanic Gardens	0.6

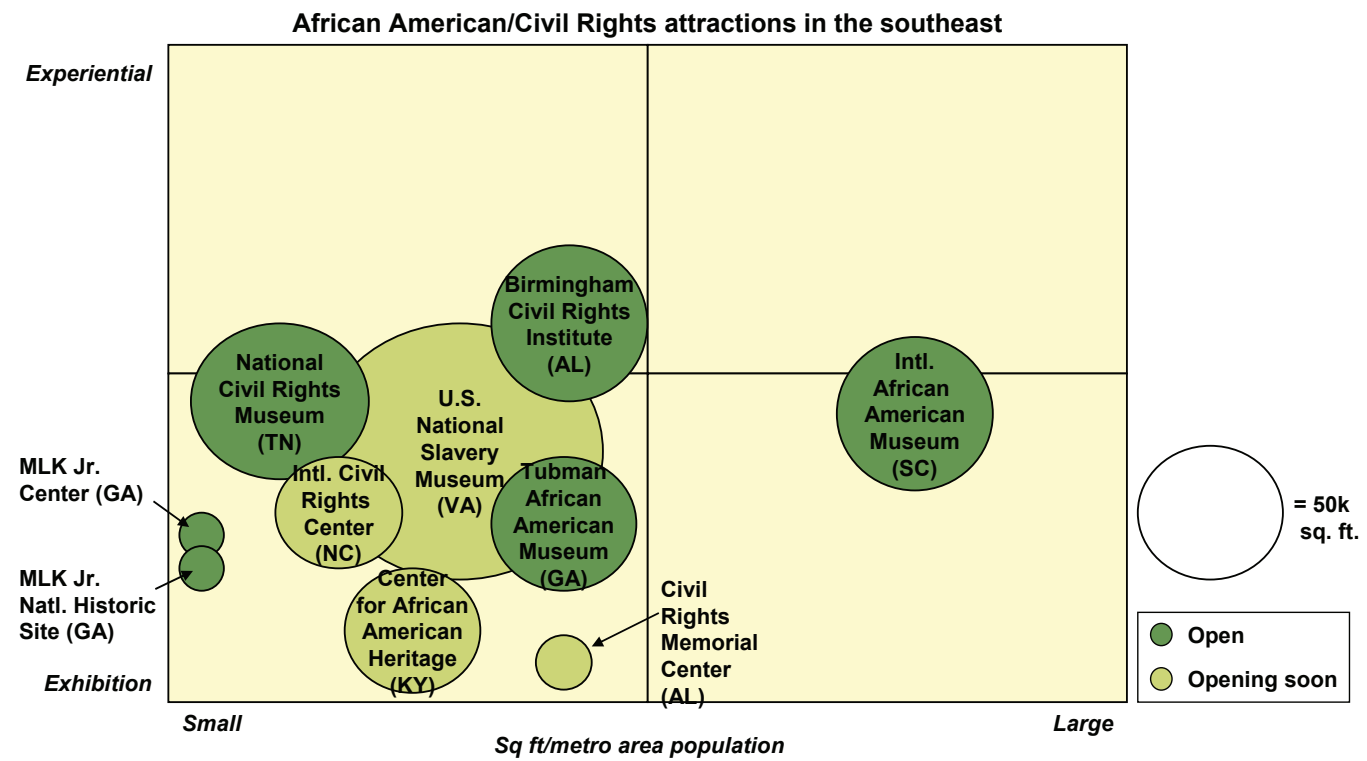
(1) Experiential indicates that the attraction has high-tech., interactive exhibits and cultural space

(2) Highest attendance of any museum in the world

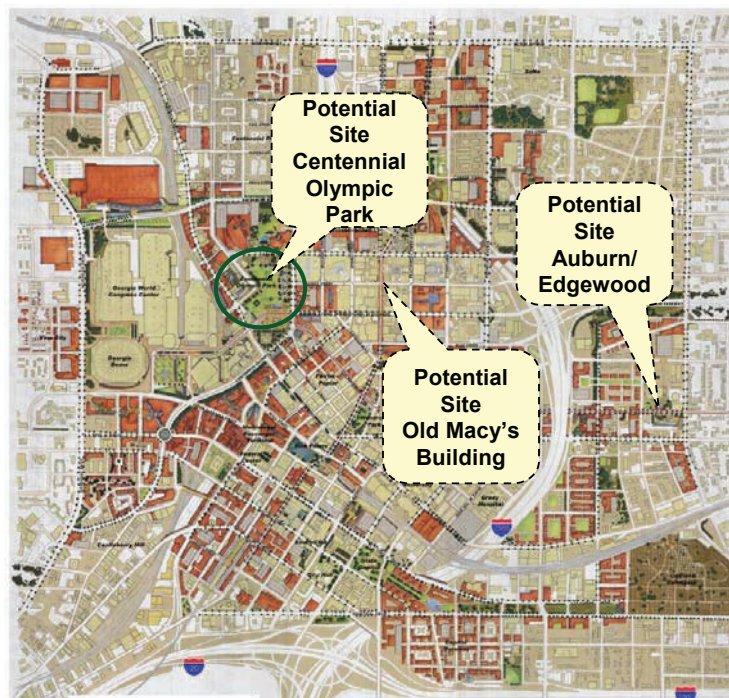
Source: American Association of Museums Survey 2003 Museum Financial Information Survey; Museum Websites; Los Angeles Times June 21 2005; San Jose Mercury News March 13 2005; Washington Post November 25 2004

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OPPORTUNITY FOR A LARGE EXPERIENTIAL ATTRACTION IN THE SOUTHEAST



THREE POTENTIAL LOCATIONS FOR AN ATTRACTION HAVE BEEN INITIALLY IDENTIFIED



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LOCATION

Centennial Olympic Park

Proximity to major Atlanta attractions

Easy access to Marta, limited parking

Likely to attract broad, diverse audience

- Residents
- Tourists

Auburn Avenue

Proximity to major African American attractions

- Historical site of Civil Rights activity

Inaccessible by Marta, limited parking

Risk of less diverse draw

- Residents
- Tourists

Old Macy's Building

Proximity to major downtown hotels & attractions

Easy access to Marta, limited/expensive parking

Draw unclear

- Residents
- Tourists

Attract large diverse population

Highlight Auburn Avenue

Use existing building

ATTRACTION THEME

Civil Rights

Celebrate Atlanta's Civil Rights legacy

- HBCU student involvement
- SCLC activity
- Home to several Civil Rights leaders
- Opportunities for African American entrepreneurship

Human Rights

Celebrate Civil Rights as part of larger Human Rights issues

- Role of Civil Rights movement in advancing global movements
- Global Atlanta organizations (e.g. CARE, Carter Center, CNN, etc.)

Atlanta natural place
for Civil Rights attraction

Atlanta claiming mantle
as Human Rights cradle



GEOGRAPHIC FOCUS, REACH & SCALE

Atlanta

Focus on movements in Atlanta

Primarily target local and regional visitors

- Must attract visitors multiple times

Smaller building footprint

- Less expense

Atlanta & beyond

Highlight movements throughout the U.S. and/or globally

Target regional, national & international visitors

- Must offer broad programming

Larger building footprint

- More expense

Local/regional attraction

National/international attraction

FORMAT

Predominantly exhibition

Focus on displayed holdings

- Low exhibit turnover

Research facility for scholars

Small scale discussion groups & educational programs

Predominantly experiential

Focus on technologically advanced & interactive exhibits

- High exhibit turnover

Event center including theater/meeting space

- Host large scale cultural & annual events

Modeled on
traditional museum





Modeled on
interactive multipurpose venue

CHAPTER CONTENTS

Initial findings

Detailed benchmarking data

SUMMARY OF INITIAL FINDINGS AND IMPLICATIONS

Findings		Implications
Crowded African American museum scene <ul style="list-style-type: none"> • Many existing or planned spaces in the SE • Building & operating costs increasing over time <ul style="list-style-type: none"> - often subsidized by government • Attendance rarely >300K annually 		High barrier to entry Must differentiate from the pack
No large civil rights focused institute exists <ul style="list-style-type: none"> • All civil rights focused museums in SE • Small-medium civil rights museums have above average attendance vs comparable museums 		Regional competition high Demand exists for civil rights story Civil rights focus presents opportunity to differentiate a large institute
Atlanta has unique success characteristics <ul style="list-style-type: none"> • Attendance >500K at MLK Historic Site • Atlanta population larger than other cities with civil rights museums • Sizeable African American population & tourism 		Atlanta prime location for a civil rights attraction Leveraging existing tourist attractions a key driver of attendance
Large, experiential museums draw more visitors but require more investments <ul style="list-style-type: none"> • Location key to attracting attendees 		Atlanta attraction should be <ul style="list-style-type: none"> • >100K sq ft and experiential • Will be substantial cost to build • Located in high tourist area

2. Benchmarking

APPROACH TO AFRICAN AMERICAN AND CULTURAL INSTITUTE BENCHMARKING

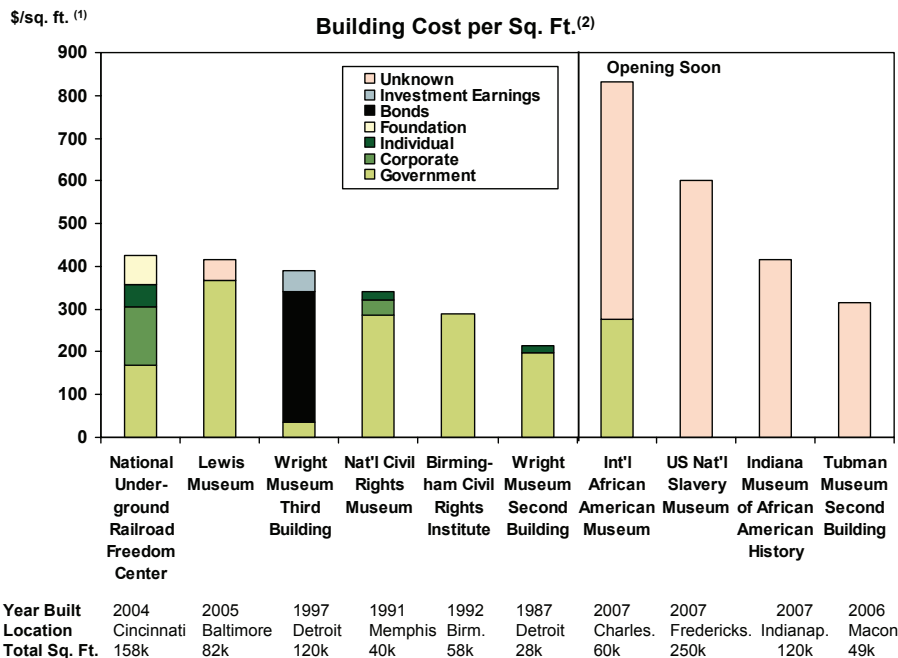
Identified sample targets	Gathered public information on 24 targets	Surveyed targets	Interviewed key targets
<p>Museums focused on African American or cultural topics</p> <ul style="list-style-type: none"> • Focused on largest by budget / attendance • Compiled list of 24 attractions 	<p>Benchmarked</p> <ul style="list-style-type: none"> • Revenues <ul style="list-style-type: none"> - funding mix - earned income • Expenses <ul style="list-style-type: none"> - fundraising - advertising - overhead 	<p>Explored potential drivers of attendance</p> <ul style="list-style-type: none"> • Proximity to other attractions • Proximity to historically ethnic community • Overall size and gallery space • Programming & exhibits 	<p>Examined best practices in</p> <ul style="list-style-type: none"> • Government funding • Gift shop sales • Admissions • Individual contributions • Programmatic mix

Key questions & options for new Atlanta attraction

2. Benchmarking

BUILDING COSTS AND SQUARE FOOTAGE ARE INCREASING WITH NEW BUILDING CONSTRUCTION

Government Funding Key Construction Funding Source



Key Insights

Cost per square foot has increased significantly

- New attractions larger and using more technology

Average building cost: \$400-\$700/sq. ft.

- 100k sq. ft. facility will cost ~\$40-\$70 million

New construction may raise competition for fundraising

Smithsonian Museum of African American History scheduled to open in 2013

- Will cost \$300-\$500 million
- 50% funding from federal government, 50% from private sources
- Likely located on/near Washington Mall

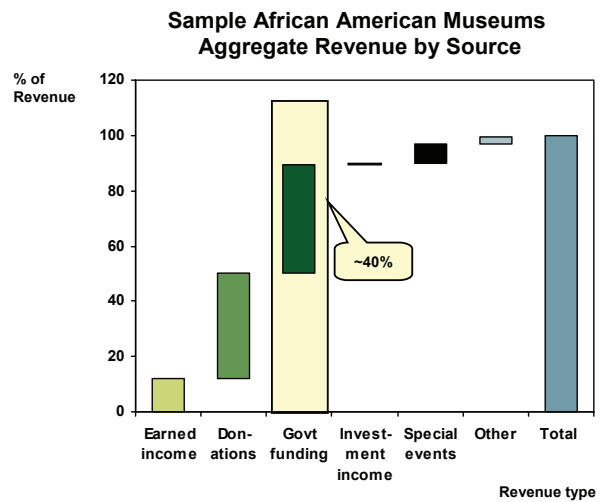
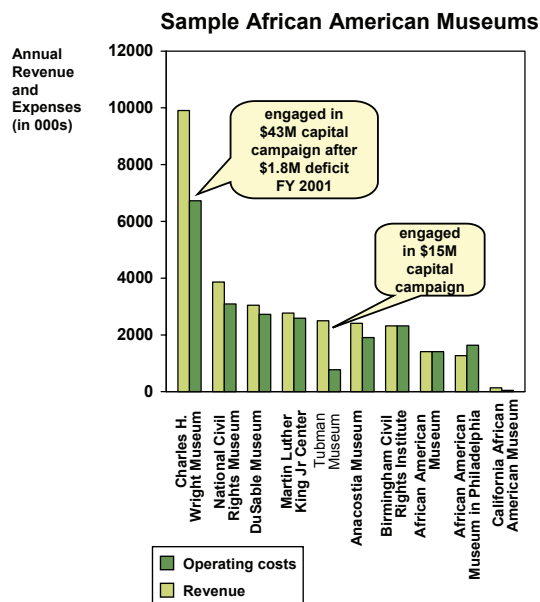
(1) 2005 Dollars using CPI Inflation Calculator

(2) Building cost does not include land/property costs

Source: Press Articles, Museum Reports, Museum Websites, BCG Analysis

2. Benchmarking

MAJORITY OF AFRICAN AMERICAN MUSEUMS BREAK-EVEN ANNUALLY Government Funding Filling Potential Deficits



Source: Museum 990 IRS Filings FY 2003 & FY 2004 ; BCG Phone Survey of Museum Personnel; BCG Analysis; Detroit Free Press June 7, 2004; Museum Websites

2. Benchmarking

ATTENDANCE AT CIVIL RIGHTS FACILITIES HIGHER THAN GENERAL AFRICAN AMERICAN ATTRACTIONS

Only Free Admission MLK Sites Have Attendance >300K

	Attraction	Annual Attendance ⁽¹⁾	
General African American ⁽²⁾	National Underground Railroad Freedom Center	280k	Average Attendance: 91k
	Dusable Museum	149k	
	California African American Museum	70k	
	African American Panoramic Experience	60k	
	Tubman African American Museum	60k	
	African American Museum in Philadelphia	57k	
	Charles H. Wright Museum	53k	
	Anacostia Museum	50k	
	African American Museum in Dallas	38k	
Civil Rights	Martin Luther King Jr. Center	580k	Average Attendance: 290k ⁽³⁾
	Martin Luther King Jr. National Historic Site	580k	
	National Civil Rights Museum	150k	
	Birmingham Civil Rights Institute	140k	

(1) Annual Attendance in 2004, not including Special Events (e.g. festivals)

(2) Any African American attractions that do not specifically focus on Civil Rights

(3) This calculation counts the MLK sites as a single entity so as not to double count

Source: Museum Websites, Press Articles, BCG Survey, BCG Analysis

2. Benchmarking

NO LARGE CIVIL RIGHTS INSTITUTES EXIST-- YET

All Non-Atlanta Civil Rights Attractions In Small Southeastern Cities

Small-medium ⁽¹⁾ civil rights attractions		
Attraction	Size (sq. ft.)	City (Pop.) ⁽³⁾
Birmingham Civil Rights Institute	58k	Birmingham, AL (1.1M)
National Civil Rights Museum	53k	Memphis, TN (1.2M)
Civil Rights Memorial Center*	<10k	Montgomery, AL (0.4M)
International Civil Rights Museum*	<10k	Greensboro, NC (0.7M)
Martin Luther King Jr. Center	<10k	Atlanta, GA (4.6M)
Martin Luther King Jr. National Historic Site	9k	Atlanta, GA (4.6M)

Large ⁽²⁾ civil rights attractions		
Attraction	Size (sq. ft.)	City (Pop.) ⁽³⁾
No Large Civil Rights Attraction		

(1) Small-Medium indicates attraction is <100k sq. ft.

(2) Large indicates attraction is 100k sq. ft. or more

(3) Population of Metro-Area in 2003 according to US Census Bureau

Note: * indicates that attraction is not yet open

Source: Museum Websites, Press Articles, 2003 Annual Estimates of the Population of Metropolitan and Micropolitan Statistical Areas by the US Census Bureau

2. Benchmarking

A LARGE CIVIL RIGHTS INSTITUTE COULD CAPITALIZE ON ATLANTA'S UNIQUE ATTRIBUTES

Tourism	Demographics	Existing Major African American Attractions	Civil Rights Legacy
<p>18.8M visitors annually</p> <ul style="list-style-type: none"> • 85% overnight tourists • 64% leisure travelers • 42% visiting friends and family • 13% African American <p>#1 Top Travel Destination for African Americans</p>	<p>4.6M residents of metro Atlanta</p> <ul style="list-style-type: none"> • 28% African American <p>Projected Pop. Growth Rate: 3%⁽¹⁾</p> <ul style="list-style-type: none"> • Estimated pop. ~5M by 2008 <p>Central city experiencing residential growth</p>	<p>Cultural</p> <ul style="list-style-type: none"> • African American Panoramic Experience (APEX) • MLK Jr Center • MLK National Historic Site <p>Educational</p> <ul style="list-style-type: none"> • Interdenominational Theological Center • Morehouse • Spelman <p>Special Events</p> <ul style="list-style-type: none"> • Atlanta Jazz Festival • Annual Football Classic • National Black Arts Festival 	<p>Sweet Auburn District</p> <p>Headquarters of SCLC</p> <p>MLK birthplace and site of Ebenezer Baptist Church</p> <p>First African American elected mayor of a major Southern city</p> <p>Base of activity for various civil rights leaders including:</p> <ul style="list-style-type: none"> • Ambassador Andrew Young • Rev. Joseph Lowery • Rev. Ralph David Abernathy

(1) 2003-2008 Population Projections from "2004 Demographics Now"

Source: BCG Analysis; "2002-2003 Gallup Poll of Media Usage & Consumer Behavior- Atlanta Market";

US Census Bureau "Annual Estimates of the Population by Sex, Race and Hispanic or Latino Origin for the United States April 1, 2000-July 1, 2004";

Selig Center at the University of Georgia's Terry College of Business 2003; "African American Market Profile" by Magazine Publishers of America 2004

"Economic Impact of Travel on Fulton County, Georgia 2003 Profile" by Travel Industry Association of America, Sept 2004

"2003-2004 Atlanta Market Study" by the Atlanta Journal Constitution

2. Benchmarking

SAMPLE BEST PRACTICES OF LARGE-SCALE ETHNICALLY FOCUSED ATTRACTIONS⁽¹⁾

	Offering (attendance)	Museum (annual attendance)
Facility Features	<ul style="list-style-type: none"> • Oral history recording and listening studio • 325 seat theatre • Interactive children's exhibits 	<ul style="list-style-type: none"> • Reginald F. Lewis Museum (300K) • National Underground Railroad Freedom Center (280K) • Charles H. Wright Museum (53K)
Ongoing Programs	<ul style="list-style-type: none"> • Tour of Native American villages • Children's programs (e.g. storytelling, youth film series) • Adult continuing education programs (e.g. photography) 	<ul style="list-style-type: none"> • Indian Pueblo Cultural Center (200K) • DuSable Museum (150K) • Japanese American National Museum (100K)
Special Events	<ul style="list-style-type: none"> • MLK Commemorative Series (2k) • Performing Arts Festival (80k) • Cultural Festival & Market (9k) • Annual Awards Ceremony (4k) 	<ul style="list-style-type: none"> • Martin Luther King Jr. Center (580K) • Mexican Fine Arts Center (500K) • Eiteljorg Museum of American Indian & Western Art (100K) • Charles H. Wright Museum (53K)

(1) Includes Native American, Hispanic and Asian cultural museums

(2) Reginald F. Lewis Museum anticipated annual museum attendance, opened June 2005

Source: Museum Website; BCG phone survey of museum personnel

KEY CHALLENGES OF A LARGE-SCALE EXPERIENTIAL CIVIL RIGHTS OFFERING

Challenge	Potential Strategy
Too much breadth, not enough depth	<p>Focus on 1-2 themes connected with Atlanta</p> <ul style="list-style-type: none"> • African American progress (Highlight Atlanta's leadership role) • Role of African American ministers in civil rights movements
Building audience affiliation given a sensitive topic	<p>Showcase civil rights heroes of all races Highlight inspirational aspects of civil rights movement e.g.:</p> <ul style="list-style-type: none"> • Hank Aaron's success in Major League Baseball • Maynard Jackson's role in economic empowerment for African Americans
Creating compelling offerings that resonate with local and/or national visitors	<p>Offer dynamic changing exhibits</p> <ul style="list-style-type: none"> • Speaker series • "New" art, music exhibits <p>Solicit ongoing input from potential local and/or national visitors on desired experience</p>

2. Benchmarking

SUBJECT SCOPE AND FORMAT WILL AFFECT ATLANTA ATTRACTION PROGRAMMING AND COSTS

Subject Scope

		Civil Rights Atlanta Focus ⁽¹⁾	Civil Rights National Focus ⁽²⁾
Format	Experiential ⁽⁴⁾	Target regional and some national tourists <ul style="list-style-type: none"> • Small theater/meeting space • Medium scale annual event(s) • Ongoing community and educational programs • Low exhibit turnover Size: 50-80k sq. ft. Building costs: \$20-35M Operating costs: ~\$3M/yr. Breaking-even requires: • 50-100K visitors/yr. • ~\$2M contributions/yr.	Target national tourists <ul style="list-style-type: none"> • Large theater/meeting space • Large annual event(s) • Medium scale cultural events (e.g. film festivals) • High exhibit turnover Size: 100-160k sq. ft. Building costs: \$40-70M Operating costs: ~\$5-7M/yr. Breaking-even requires: • 100-260K visitors/yr. • \$4-5M contributions/yr.
	Exhibition ⁽³⁾	Target regional tourists and academia <ul style="list-style-type: none"> • Archive of Atlanta historical materials • Library/Research facilities • Programs focused on local community • Low exhibit turnover Size: 20-25k sq. ft. Building costs: \$8-11M Operating costs: ~\$2M/yr. Breaking-even requires: • 40-80K visitors/yr. • ~\$1.5M contributions/yr.	Target national tourists <ul style="list-style-type: none"> • Archive of national historical materials • Library/Research facilities • Small to medium scale cultural events • High exhibit turnover Size: 50-80k sq. ft. Building costs: \$20-35M Operating costs: ~\$3M/yr. Breaking-even requires: • 50-100K visitors/yr. • ~\$2M contributions/yr.

Facilities & programs
Size & costs

(1) Atlanta Focus indicates that the attraction focuses almost entirely on telling the Atlanta story

(2) National Focus indicates that the attraction focuses on telling the national story (as well as Atlanta's story)

(3) Exhibition indicates that the attraction predominantly has museum panels and exhibits

(4) Experiential indicates that the attraction has high-tech., interactive exhibits and cultural space

Note: Building costs were estimated using average cost per square foot for African American attractions; Operating costs are the average FY 2004 expenses for African American attractions in each size category; Attendance required to break-even was calculated assuming cost of admission=\$3-6/person and using the average percentage of African American attraction revenue from ticket sales; Contributions required was calculated using the average percentage of African American attraction revenue from contributions

Source: Museum IRS 990 Filings 2003/2004, Press articles, Museum Websites, BCG Survey, BCG Analysis

2. Benchmarking

SUBJECT SCOPE AND FORMAT WILL INFLUENCE FINAL LOCATION

Available Site Options

Centennial Olympic Park

- Civil Rights
- Experiential
- National Focus

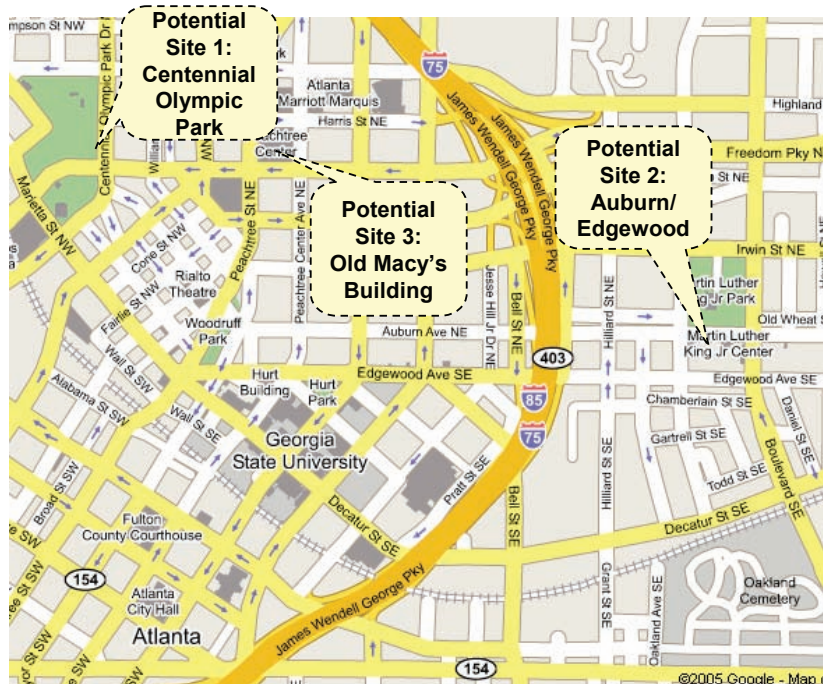
Auburn Edgewood

- Civil Rights
- Atlanta or National Focus
- Exhibition or Experiential

Old Macy's Building

- Civil Rights
- Atlanta or National Focus
- Exhibition or Experiential

Other?



Centennial Olympic Park site would benefit from surrounding attractions

CHAPTER CONTENTS

Initial findings

Detailed benchmarking data

DETAILED BENCHMARKING CONTENTS

General Museum Review	Cultural & African American Museum Benchmarking	African American Museums	Potential Atlanta Attraction
<ul style="list-style-type: none"> • Drivers of sustainability • Primary models • Visitor spending • Sources of funding 	<ul style="list-style-type: none"> • Analysis criteria • List of benchmarked museums • Museum landscape • Revenue breakdown • Expenses breakdown • Attendance & net income • Staff size • Museum profiles 	<ul style="list-style-type: none"> • Coming attractions • Smithsonian impact • Sample difficulties • Sample programming • Quotes from directors • Online archive opportunity 	<ul style="list-style-type: none"> • Atlanta attributes • Atlanta attraction pricing landscape • Subject matter options • Key considerations • Viable potential models

CONSISTENT DRIVERS OF MUSEUM SUSTAINABILITY HAVE BEEN IDENTIFIED DURING OUR BENCHMARKING

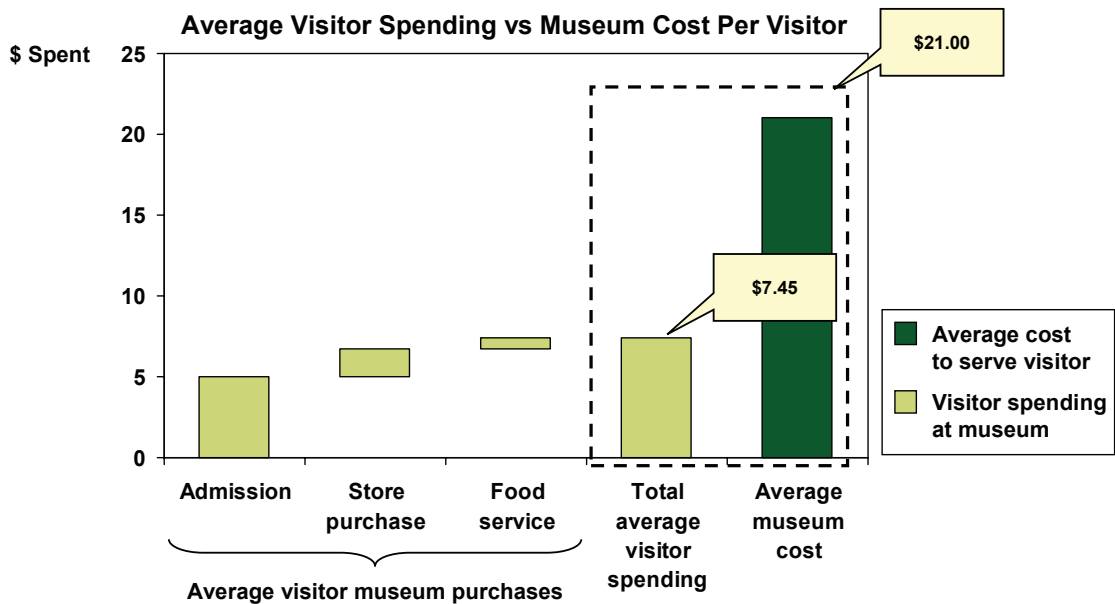
All 3 Categories Will Apply To Success of Civil Rights Attraction

Attendance	Earned income	Contributions
Program mix	Admissions	Government
Demographics	Membership	Foundations
Proximity to other attractions	Museum shop	Individuals
	Other	Corporate

PRIMARY MODELS UTILIZED BY INTERACTIVE/EXPERIENCE ORIENTED HISTORIC MUSEUMS

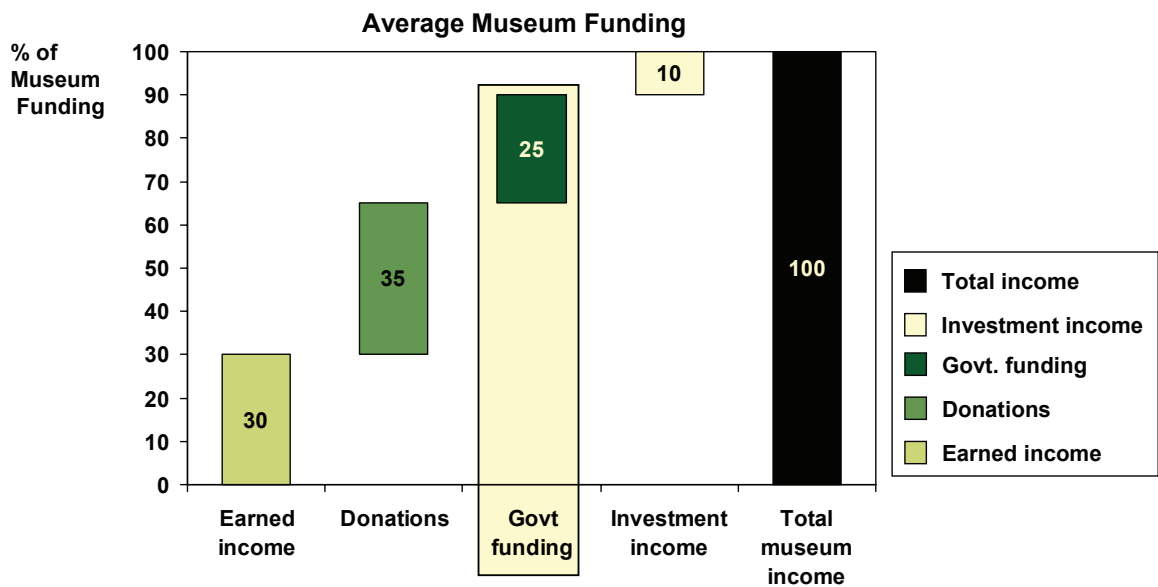
Level of Funding	High Construction: ~ \$100m Run: ~ \$20m	Medium Construction: ~ \$25m Run: ~ \$5m	Low Construction: ~ \$10m Run: ~ \$2m
Funding Structure	Public / Private partnership with appropriated funds and donations	<div>Private non profit with corporate and govt grants</div> <div>A private non profit operated as a for profit enterprise</div>	Private/public non profit with some corporate and govt grants
Governance	<ul style="list-style-type: none">• Appointed board,• Advisory Board• Chairman and CEO	<ul style="list-style-type: none">• Org Board• Several Directors	<ul style="list-style-type: none">• Private operating company lead by CEO and Directors <ul style="list-style-type: none">• Appointed board,• 1-2 Directors
Experience Concepts	<ul style="list-style-type: none">• Highly interactive• Multimedia• Permanent and traveling exhibits• Large events• Education• Archive	<ul style="list-style-type: none">• Institute focus• Education• Permanent and traveling exhibits• library and archive	<ul style="list-style-type: none">• Interactive• Multimedia• Exhibits• Large events• Restaurants• Other facilities <ul style="list-style-type: none">• Exhibitions/ gallery• Some smaller events• Small archive
Primary Client Base	<ul style="list-style-type: none">• Families• Schools• Some researchers• Young professionals• Geographically diverse visitors	<ul style="list-style-type: none">• Families• Schools• Researchers• Local Adults	<ul style="list-style-type: none">• Families• Edgy young professionals• Local Adults <ul style="list-style-type: none">• Families• Schools• Researchers

AVERAGE VISITOR SPENDING AT MUSEUMS 3X LESS THAN AVERAGE COST TO SERVE VISITOR



Source: American Association of Museums 2003 Museum Financial Information Survey

ON AVERAGE 25% OF ALL MUSEUMS' FUNDING COMES FROM GOVERNMENT SOURCES



Source: American Association of Museums 2003 Museum Financial Information Survey

FOUR KEY TOPIC AREAS USED TO REVIEW TARGET MUSEUMS

Current and future offerings

- What African American and cultural attractions exist nationally?
- What attractions are under development?

Construction costs

- What are benchmarked construction costs?
- What is the typical range of square footage for an African American museum?

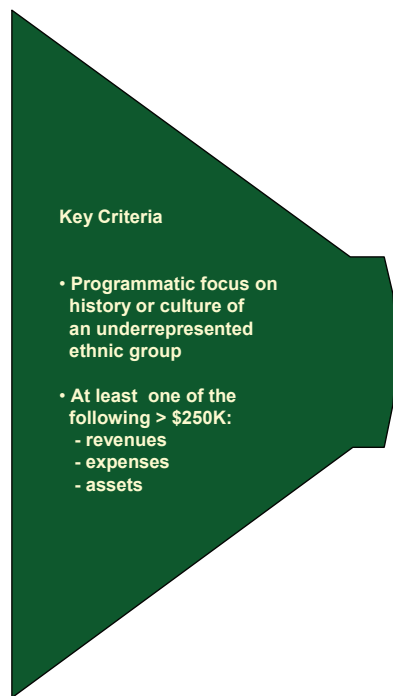
Operations

- What are relevant operations for benchmarked attractions?
 - revenue mix
 - expenses mix
- What are major sources of contributions?
- Are attractions with greater attendance more likely to be financially healthy?

Attendance

- Does proximity to other attractions affect attendance?
- Does proximity to target ethnic group affect attendance?
- What are specific programmatic drivers of attendance?

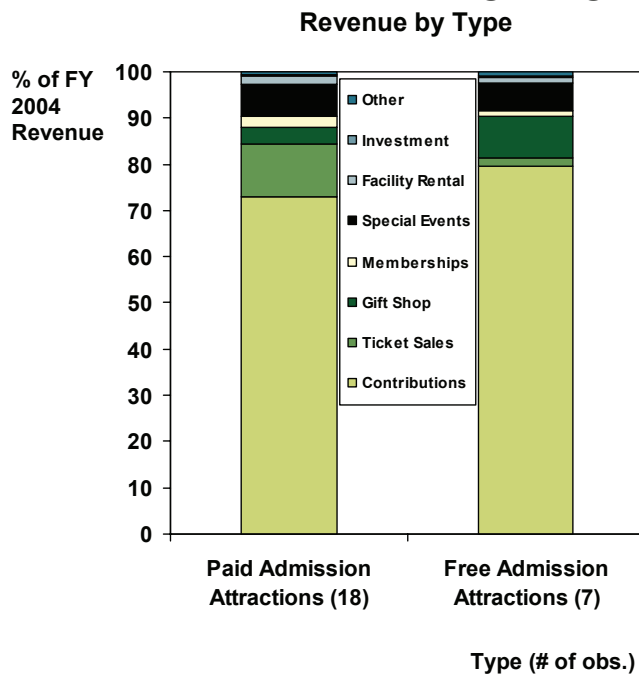
IDENTIFIED 34 ATTRACTIONS FOR DETAILED BENCHMARKING



List of Targets

African American Museum	Martin Luther King Jr. Center
African American Museum in Philadelphia	Martin Luther King Jr. National Historic Site
African American Museum of Nassau County	Mexican Fine Arts Center Museum
Agua Caliente Cultural Museum	Mexican Heritage Corporation
Amigos del Museo del Barrio	Mexic-Arte Museum
Anacostia Museum and Center for African American History & Culture	Museo de Las Americas
Birmingham Civil Rights Institute	Museum of Chinese in the Americas
California African American Museum	Museum of the Cherokee Indian
California Indian Museum & Cultural Center	National Afro-American Museum & Cultural Center
Charles H. Wright Museum of African American History	National Civil Rights Museum
DuSable Museum of African American History	National Underground Railroad Freedom Center
Eiteljorg Museum of American Indian & Western Art	Red Earth Inc
Great Blacks in Wax Museum	Reginald F. Lewis Museum of Maryland African American History & Culture
Indian Pueblo Cultural Center	Tubman African American Museum
Iroquois Indian Museum	Wheelwright Museum of the American Indian
Japanese American National Museum	Wing Luke Museum

REVENUE REVIEW HIGHLIGHTS DEPENDENCE ON CONTRIBUTIONS



Observations

All attractions

- Highly dependent on contributions
 - research indicates majority of contributions come from government
- Special events significant revenue source

Paid admission attractions

- Ticket sales/programs <15% of revenue
- Higher % of revenue from memberships, special events and facility rental than free admission attractions

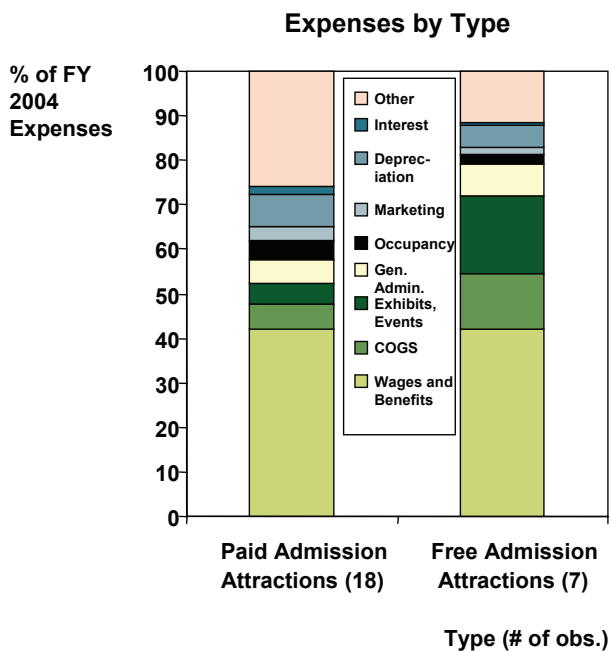
Free admission attractions

- 2x as dependent on gift shop sales as attractions that charge admission

Source: Museum 990 IRS Filings FY 2003 & FY 2004; Museum Websites

WAGES AND BENEFITS ONLY 40% OF OVERALL COST BASE

Building And Exhibit Costs A Significant Portion Of Overall Expenses



Observations

Free admission attractions spend larger portion of expenses on:

- Exhibits
- Events
- Gift shop merchandise
- General administrative costs

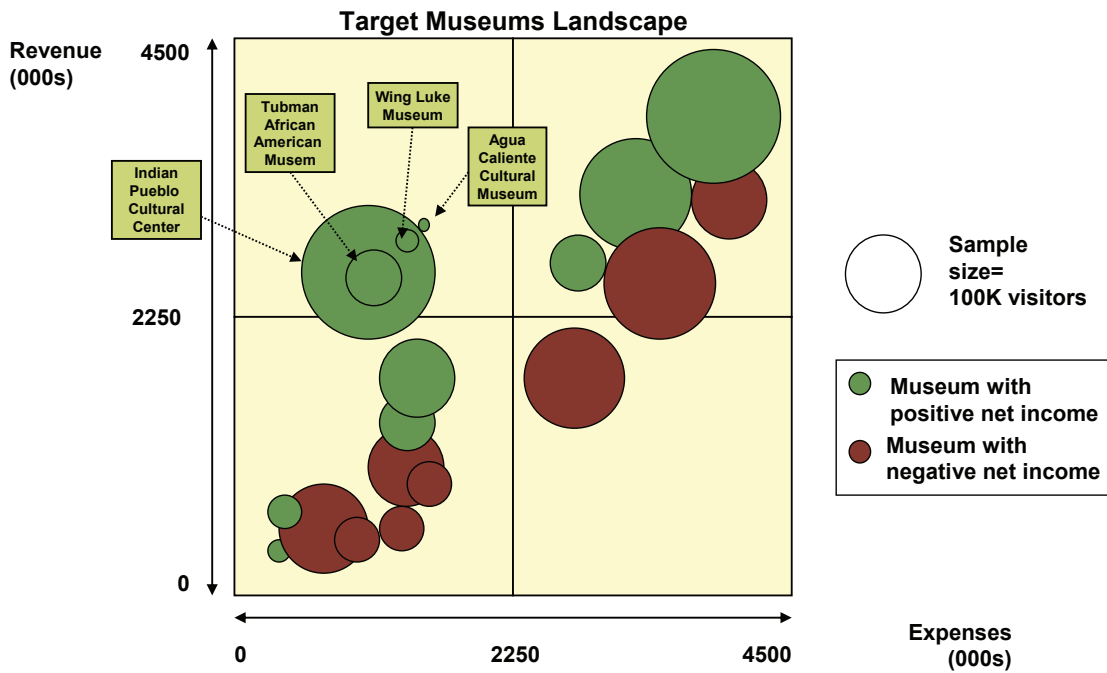
Paid admission attractions spend larger portion of expenses on:

- Occupancy
- Depreciation
- Interest

Paid admission attractions spend 2x as much on marketing as free admission attractions

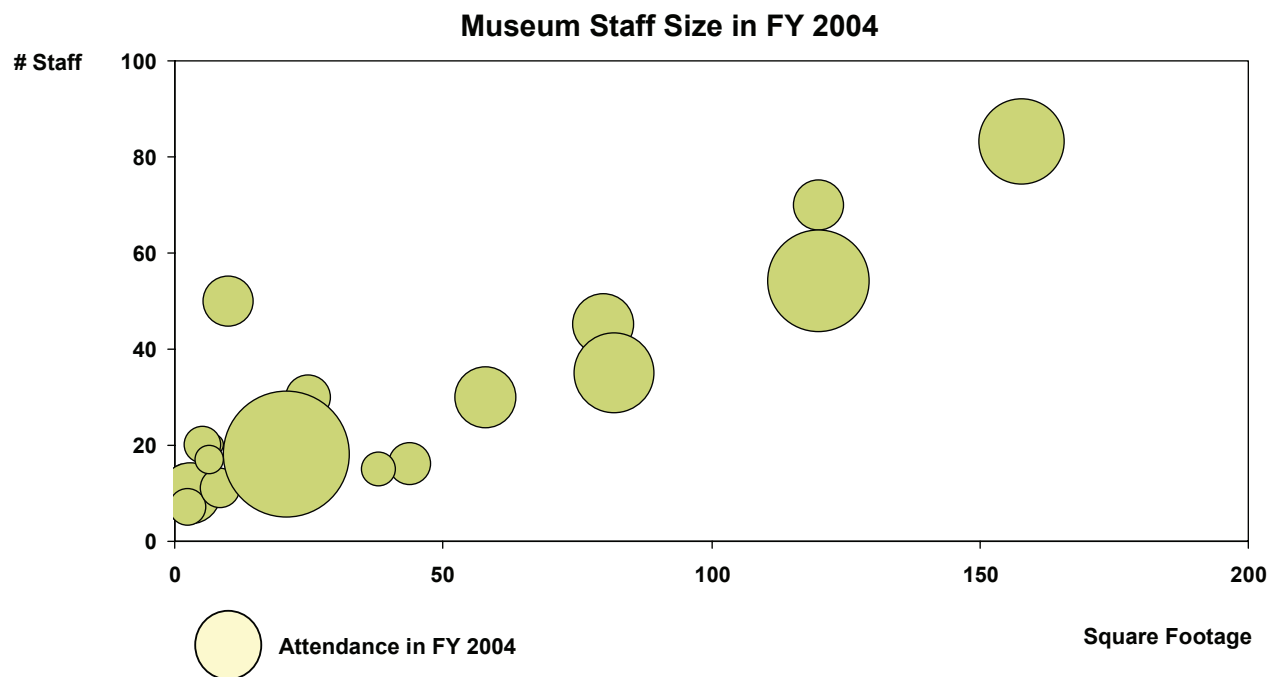
Source: Museum 990 IRS Filings FY 2003 & FY 2004; Museum Websites

POSITIVE AND NEGATIVE CASH FLOW ATTRACTIONS IDENTIFIED ACROSS REVENUE LEVELS



Source: Museum 990 IRS Filings FY 2003 & FY 2004; BCG Target Museum Survey

MUSEUM STAFF SIZE IS MORE CORRELATED WITH SIZE OF SPACE THAN WITH ANNUAL ATTENDANCE



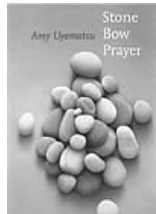
(1) Includes Full-Time and Part-Time Staff

Source: BCG Phone Survey of Museums, Press Articles, Museum Websites

PROFILE OF SUSTAINABLE MODELS:

Large Museum, Large Number of Non-Governmental Contributions

Japanese American National Museum Los Angeles, CA



Highlights

Programmatic Focus: music performances; arts and crafts classes; drum instruction; genealogy workshops; film screenings; walking tours

Annual Attendance: 100,000

FY 2004 Financials:

- \$10M operating budget
- 80% contributions

Signature Events: Annual Golf Tournament; Dinner & Silent Auction

Unique Features: Includes National Resource Center that collects materials documenting the Japanese American experience

PROFILE OF SUSTAINABLE MODELS: Small Museum, Large Number of Non-Governmental Contributions

Wing Luke Museum Seattle, WA



Highlights

Programmatic Focus: art and WWII exhibits; oral histories; walking tours

Annual Attendance: 20,000

FY 2004 Financials:

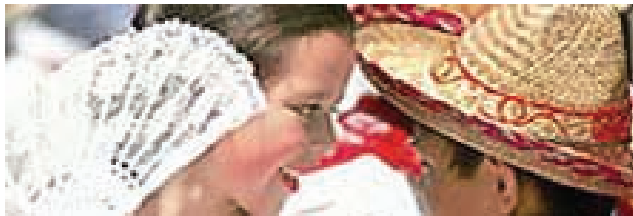
- \$1M operating budget
- 70% of funding from contributions

Signature Event: Annual Dinner & Art Auction

Unique Features: Building community heritage center to include oral histories, videos, archives, photographs and digital database, Smithsonian affiliation

PROFILE OF SUSTAINABLE MODELS: Mid-Sized Cultural Center, Strong Local Presence

Mexican Heritage Corporation



Highlights

Programmatic Focus: dance & art classes; folklore education; theater; music

Annual Attendance: 75,000

FY 2004 Financials:

- Operating budget \$1.6M
- 42% government funded

Signature Event: International Mariachi Concert and Festival

Unique Features: 55,000 sq ft facility includes theater, gallery space & thematic gardens in the heart of San Jose's Mexican community; Smithsonian affiliation

SAMPLE EXPERIENTIAL ATTRACTIONS

Tubman African American Museum (Local Focus Experiential)



Programmatic Focus: African & African American art, history and culture

Annual Attendance: 60,000

Sq footage: 8,500 (building new 49,000 sq ft facility)

FY 2004 Financials:

- Revenue \$2.5M;
- Expenses \$800K
- 60% government funding

Experiential offerings: Ongoing community & children's programs; Black tie jazzfest; pan African fest

National Underground Railroad Freedom Center (National Focus Experiential)



Programmatic Focus: Racial understanding and freedom movements; The Underground Railroad

Annual Attendance: 280,000⁽¹⁾

Sq Footage: 158,000

FY 2003 Financials:⁽²⁾

- Revenue \$28.5M
- Expenses \$6.9M
- 50% government funding

Experiential offerings: Dramatic readings; genealogy research; thematic tours; interactive exhibits; video montages; films

(1) Grand opening year, projected to be 140,000-200,000 gong forward

(2) Financials not filed for FY 2004, figures based on last phase of construction

Source: Museum Websites; BCG phone survey of museum personnel; 990 Filings FY 2003 and 2004

2. Benchmarking

MANY NEW MUSEUMS OPENING SOON

Museum	Projected Opening Date	Building Cost	Square Footage
African American Heritage Center • Louisville, KY	Ground Broken in 2003	\$25 million	44,000
Museum of the African American Diaspora • San Francisco, CA	2005	\$11 million	20,000
Civil Rights Memorial Center • Montgomery, AL	October 2005	\$3.8 million	Unknown
Tubman African American Museum Second Building • Macon, GA	2005/2006	\$15.5 million	49,000
National Museum of African American History • Harrisburg, PA	Fall 2006	\$20 million	Unknown
US National Museum of Slavery • Fredericksburg, VA	2007	\$100-200 million	250,000
Museum of African American Music • Newark, NJ	Ground Breaking 2006/2007	Unknown	100,000

Source: Press Articles, Museum Websites

MANY NEW MUSEUMS OPENING SOON (II)

Museum	Projected opening date	Building cost	Square footage
International African American Museum • Charleston, SC	Ground Breaking in 2007	\$40-60 million	60,000
Indiana Museum of African American History • Indianapolis, IN	Ground Breaking in 2007	\$50 million	120,000
Martin Luther King, Jr. National Memorial Center • Washington, DC	2008	\$100 million	4 acre Park
National Museum of African American History and Culture • Washington DC	2013	\$300-500 million	No Building Design

Source: Press Articles, Museum Websites

SMITHSONIAN INSTITUTE WILL SIGNIFICANTLY IMPACT LANDSCAPE

Summary	Funding
<p>National Museum of African American History and Culture</p> <p>Scheduled Opening: 2013</p> <p>Location: Washington DC</p> <p>Content: Slavery, Reconstruction, Harlem Renaissance, Civil Rights Movement</p>	<p>Estimated Cost: \$300-500 million</p> <p>Federal Government: 50%</p> <p>Private Sources: 50%</p>
Governing Model	Unresolved Issues
<p>Smithsonian Board of Regents</p> <ul style="list-style-type: none"> • Appoint and Oversee Council Members <p>Museum Council</p> <ul style="list-style-type: none"> • 19 individuals serve 1-3 year terms • Advise Regents on <ul style="list-style-type: none"> - plan/design of museum - acquisitions/operations/maintenance/preservation <p>Museum Director</p> <ul style="list-style-type: none"> • Manage museum • Oversee educational and liaison programs 	<p>Physical Structure</p> <ul style="list-style-type: none"> • Four possible location sites (Nat'l Mall, Banneker Overlook, Liberty Loan, Constitution Ave.)- Decide by Dec. 2005 • No building design <p>Museum Focus</p> <ul style="list-style-type: none"> • No initial collection and, thus, no defined areas of concentration <p>Fundraising</p>

Sources: H.R. 3491, Press Articles, Museum Website

ATTRactions WITH HIGHER ATTENDANCE OFFER MORE LARGE-SCALE PROGRAMMING

Offering	Small Museums (<100k Annual Attendance)	Large Museums (>100k Annual Attendance)
Children's programs	On-site school tours and after-school programs African dance classes Storytelling Carnivals	On-site school tours Off-site school programs Summer camps
Adult programs	Symposiums Small concerts Family days Film festivals Dinners MLK commemorative services	Large banquets/parties/award shows Guest speakers Gala concerts Large vendor festivals MLK commemorative services Heritage Walks
Facilities	1-2 permanent exhibits 1-2 traveling exhibits	2-10 permanent exhibits 1-5 traveling exhibits Oral history studio Computer-based learning center 100+ seat theater

Source: BCG Target Museum Survey

AFRICAN AMERICAN MUSEUMS IN HIGH TOURIST AREAS FOCUS ON INCLUSIVE ATMOSPHERE & PROGRAMMING: Responses to “What Makes Your Museum Successful?”

From Museums In African American Communities

how embedded we
are in the day to day
fabric of this
community

the need for African
American history...
to find out about
what happened and
what continues to
happen now

our focus on telling
the story that has
not been told in an
authentic way

we personalize the
experience for
visitors

From Museums In High Tourist Areas

our focus on
programming that
is interesting to
people of a variety
of ages and
backgrounds








our relationship to
the public... doesn't
matter where you're
from we do our best
to welcome you

the historical
significance of
this location for all
Americans

the general public's
curiosity about what
we can share that
they have not
already learned

Source: BCG interviews with selected museum personnel

EXISTING ONLINE ARCHIVES HIGHLIGHT POTENTIAL OPPORTUNITY FOR ARCHIVE IN ATLANTA

Museum	Online Offering	Comment	Potential Difference of Atlanta Museum
Anacostia Museum		Online Exhibitions, Archived Webcasts	<ul style="list-style-type: none"> •Searchable by Keyword •Target both Children and Adults •For Adults <ul style="list-style-type: none"> -Compilation of Journal Articles, Academic Papers, and Newspaper Archives about Civil Rights Movement -Audio/Visual of Speeches, Music, and Newscasts Online •For Children <ul style="list-style-type: none"> -Short Biographies and Timelines -Games
Birmingham Civil Rights Institute		Searchable Database of Archive Collection	
California African American Museum		Samplings of New Exhibitions	
International Civil Rights Museum		Overview of Greensboro Sit-Ins	
National Civil Rights Museum		Summary of Gallery Information	
National Underground Railroad Freedom Center		Timeline, Biographies, Academic Articles, Listing of Underground RR sites	
US National Slavery Museum		Timeline, Facts, Games	



: Limited Information



: Good Information, Not Searchable



: Good Information, Searchable

Source: Museum Websites, BCG Analysis

2. Benchmarking

ATLANTA TOURISM IS BOOMING

A Snapshot Of Metro-Atlanta Tourism in 2003

Magnitude

Total tourists: 18.77M
Destination/overnight tourists: 17.12M

Day trip destination tourists: 15%
Overnight tourists: 85%

Length of stay for overnight tourists: 3.3 days

Direct Economic Impact on Metro-Atlanta

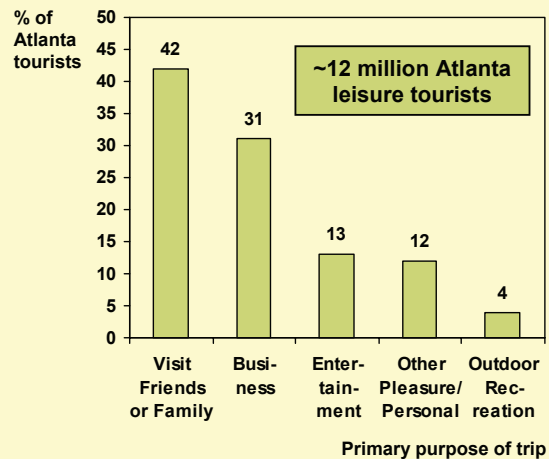
Tourist expenditures: \$8.75B⁽¹⁾

Employment generated: 132.6K jobs

Payroll generated: \$4.48B

Tax revenue generated: \$736M⁽²⁾

Purpose of Trip

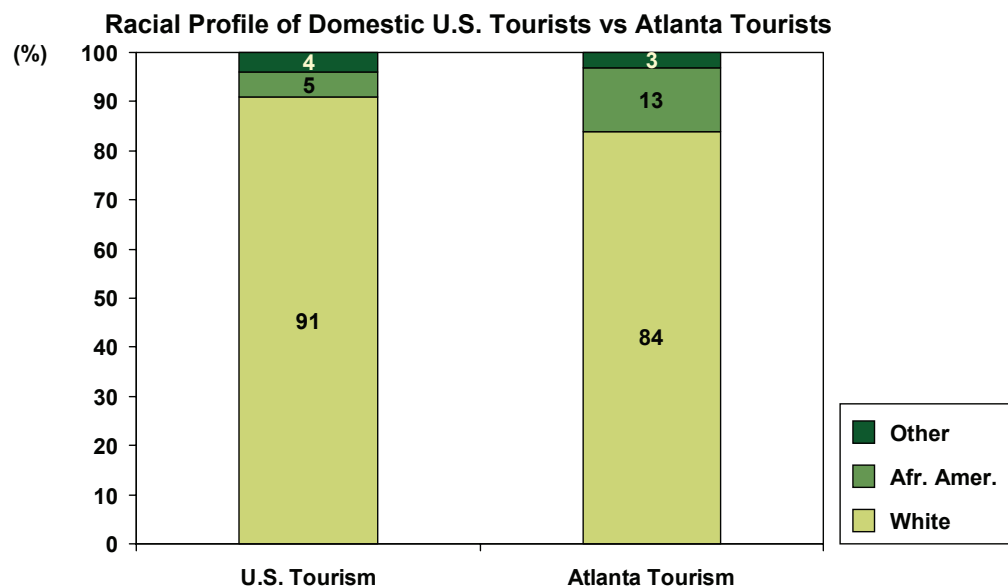


(1) Excludes Airfare

(2) State and Local Tax Revenue

Source: "Economic Impact of Travel on Fulton County, Georgia 2003 Profile" by Travel Industry Association of America, Sept. 2004

AFRICAN AMERICAN TOURISTS REPRESENT SIGNIFICANT PORTION OF ATLANTA TOURISTS

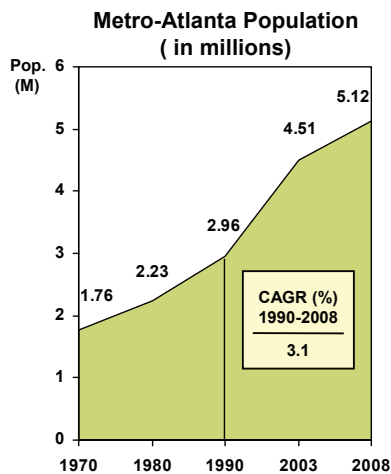


Voted #1 Top Travel Destination for African Americans
- Travel Industry Association of America, 2004

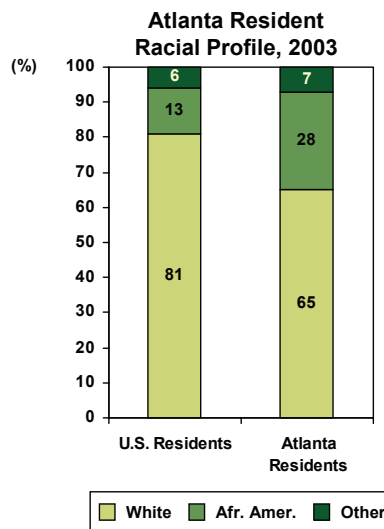
Source: "Economic Impact of Travel on Fulton County, Georgia 2003 Profile" by Travel Industry Association of America, Sept. 2004;
"2003-2004 Atlanta Market Study" by The Atlanta Journal-Constitution

ATLANTA'S AFRICAN AMERICAN POPULATION IS GROWING

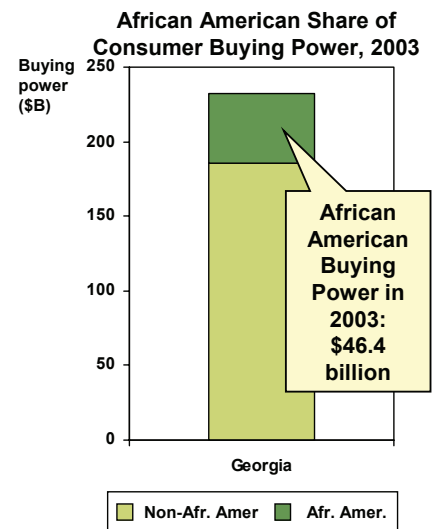
Atlanta population
is growing...



...with significant African
American presence...



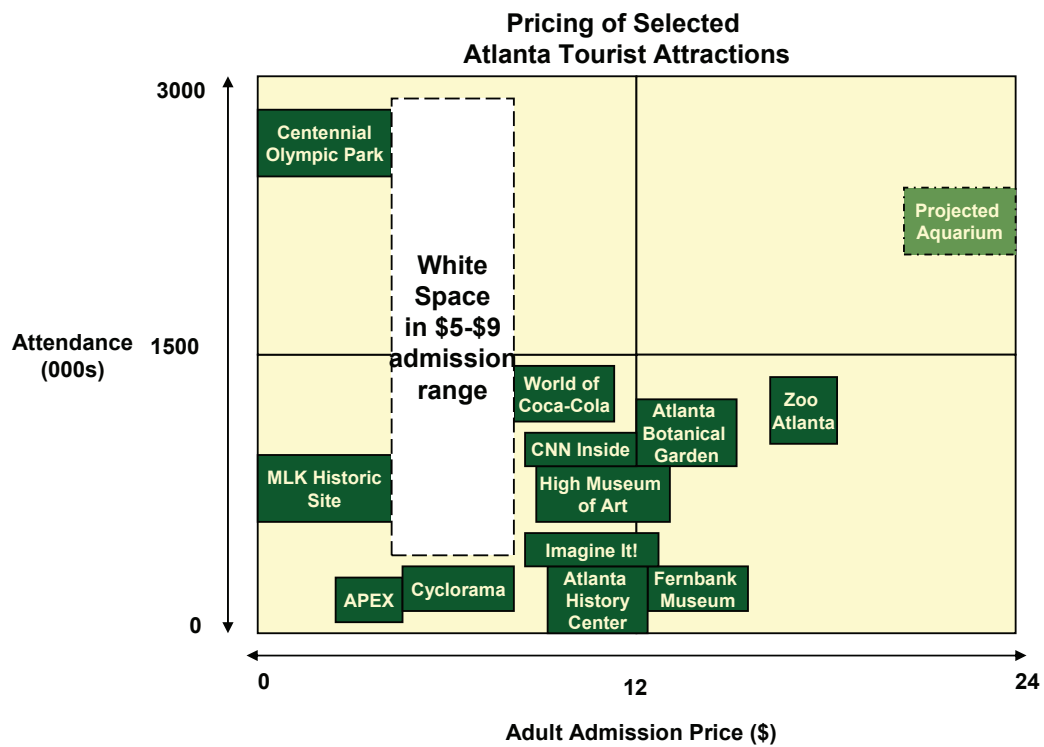
...and spending power



(1) 2003-2008 Population Projections from "2004 Demographics Now"

Source: BCG Analysis; "2002-2003 Gallup Poll of Media Usage & Consumer Behavior- Atlanta Market";
US Census Bureau "Annual Estimates of the Population by Sex, Race and Hispanic or Latino Origin for the United States April 1, 2000-July 1, 2004";
Selig Center at the University of Georgia's Terry College of Business 2003; "African American Market Profile" by Magazine Publishers of America 2004


MOST CURRENT ATTRACTIONS PRICED ABOVE \$10 FOR ADULTS



Source: Atlanta.net fact sheet, Georgia Dept of Industry, Trade & Tourism and museum websites

3. Site visits

2006 BENCHMARKING TOUR OVERVIEW

Site	National Underground Railroad Freedom Center	National Civil Rights Museum	Birmingham Civil Rights Institute
Location	Cincinnati, OH	Memphis, TN	Birmingham, AL
Date of visit	• August 15, 2006	• August 29, 2006	• September 21, 2006
Attending Team Members	• Brown-Olmstead, Catroppa, Curry, Dickerson, Grant, Hill (Jesse), Hill (Azira), Lewis, Lowery, Mendelsohn, Philipp, Robinson, Shipman, Young, Zainaldin	• Ahmann, Brown-Olmstead, Catroppa, Curry, Dickerson, Grant, Hill (Jesse), Hill (Azira), Lowery, McMillan, Mendelsohn, Philipp, Robinson, Young, Zainaldin	• Brown-Olmstead, Catroppa, Curry, Dickerson, Kelman, King, Lewis, Lowery, McMillan, Mendelsohn, Robinson, Shipman, Young, Zainaldin
Topics Discussed	<ul style="list-style-type: none"> • Concept • Financing & operations • Attendance • Building size & design • Traffic & parking issues • Programs • Community support & funding 	<ul style="list-style-type: none"> • Financing & operations • Attendance • Partnerships with other organizations • “Static life” of museum • Meeting/auditorium space • How to appeal to children 	<ul style="list-style-type: none"> • Institute’s goals • Financing & operations • Attendance • Pre-development planning • Meeting/auditorium space • Challenges in obtaining artifacts • Partnerships
 Contribution ⁽¹⁾	\$13,600	\$12,400	Rented a limo bus (self-funded)

(1) Assumes each First Class fare valued at \$2,000 per roundtrip ticket, and each Economy Class fare valued at \$800 per roundtrip ticket

3. Site visits

KEY STATISTICS OF VISITED MUSEUM SITES

	National Underground Railroad Freedom Center Cincinnati, OH	National Civil Rights Museum Memphis, TN	Birmingham Civil Rights Institute (BCRI) Birmingham, AL
Current and future offerings	<ul style="list-style-type: none"> • 6 acres, 158K sf • 5-hour experience • ~25% of space for exhibits • 300-seat theater/lectures 	<ul style="list-style-type: none"> • 4 acres, 40K sf • 19 exhibition halls (30k sf) • Freedom Award, King Day • Rotating exhibits 	<ul style="list-style-type: none"> • Self-guided tour • Research/archival focus • Intern/docent programs • Rotating exhibits
Planning/ Construction	<ul style="list-style-type: none"> • City donated land • \$110M total: 60% building, 16% exhibits 	<ul style="list-style-type: none"> • Building purchased for \$144K in 1982 • 5-6 years of fundraising 	<ul style="list-style-type: none"> • Historic Preservation Authority issued bonds • ~6 yrs. planning to opening
Operations	<ul style="list-style-type: none"> • >60% revenue from corporate/private gifts • 75 staff members 	<ul style="list-style-type: none"> • ~50% revenue from admissions & shop/cafe • ~50% costs from SG&A 	<ul style="list-style-type: none"> • ~40% revenue from city • Outsource shop mgmt. • 30 staff members
Governance	<ul style="list-style-type: none"> • 28-person board • Community Advisory Council • Delta & Coke are partners 	<ul style="list-style-type: none"> • 23-33 board members from across nation • Corporate, non-profit, academic partnerships 	<ul style="list-style-type: none"> • BCRI Inc., a non-profit org. • City appoints board, leases building to BCRI
Attendance	<ul style="list-style-type: none"> • ~170K projected for 2006 • 25% school groups • 60% local attendees 	<ul style="list-style-type: none"> • ~150K annually • Feb-Aug is peak • Affordable admission 	<ul style="list-style-type: none"> • ~140K annually, growing • 50-60% school children • Affordable admission

3. Site visits

NATIONAL UNDERGROUND RAILROAD FREEDOM CENTER

Summary of August 15, 2006 Site Visit, Cincinnati, OH

Host Group

- Dr. Spencer Crew, President
- Gary Dowdell, CFO
- Naomi Nelson, VP Exhibits and Programs
- Chris Shires, Interpretive Services Manager
- Casondra Wrigth, Development Officer
- Paul Bernish, Communications Officer
- Ernest Britton, Community Engagement Officer

Key Themes Discussed

- “Museum of Conscience” – engage visitors to consider civic engagement & social responsibility
- URFC model focuses on private/corporate donors over public funding
- Integrated, cross-functional planning process
- Community involvement during planning
- Engage visitors to consider civic involvement and social responsibility, i.e. a “Museum of Conscience”

Key Takeaways from Host Group

- Be clear on content scope
- Opening debt free and with an endowment should be a goal for Atlanta effort
- Curators need to work with architects to best plan exhibit spaces and content -- form *follows* function
- Think about attendee mix and their interests;
 - URFC has 60/40 mix of national/local attendees
 - School groups are significant portion of attendees
- Focus on ways to maximize utilization of auditorium/conference facilities
- Children’s Museum staff and teachers helped design children’s exhibits; many exhibit designers were professionals from trade shows & amusement parks
- Corporate and private donations-- look beyond local corporations for support, helps build national identity
- Allow for flexibility in strategic plan in order to adapt to evolving needs of customers/community

3. Site visits

NATIONAL CIVIL RIGHTS MUSEUM

Summary of August 29, 2006 Site Visit, Memphis, TN

Host Group

- Beverly Robertson, President
- Dr. Benjamin Hooks, Chairman
- Rev. Billy Kyles, with MLK during his assassination
- Chuck Scruggs, co-founder
- J.R. "Pitt" Hyde, chair of Hyde Family Foundation, founder of AutoZone
- Dr. Willie Herenton, Mayor of Memphis

Key Themes Discussed

- Human/civil rights through an Atlanta lens
- Tell unique story and leave impression; visitors should feel uplifted/inspired upon exiting
- Important for the space to feel "authentic" and must recreate a "sense of place"
- Ongoing struggle for human rights

Key Takeaways from Host Group

- Develop a clear mission and a unique narrative
- 10-year "static life" for a museum; must work to update content/technology faster than this lifespan
- Consider large auditorium space
- Creative fundraising efforts can reward you
- Children are key customer segment
- Content planners/curators and architects must collaborate during planning stages
- Strategic partnerships are important funding lifeline if not a government-funded entity
- Strike balance between interactive and artifacts
- Spend resources to properly conserve papers and artifacts
- Expand marketing efforts beyond local area
- Plan carefully for labor/staffing needs

3. Site visits

BIRMINGHAM CIVIL RIGHTS INSTITUTE (BCRI) Summary of September 21, 2006 Site Visit, Birmingham, AL

Host Group

- Dr. Lawrence Pijaux, President & CEO
- Odessa Woolfolk, Chair Emeritus
- Priscilla Cooper, VP of Institutional Programs
- Carol Wells, VP of Finance & Operations
- Marie Sutton, Public Relations & Marketing Coordinator
- Angela Fisher Hall, Executive Assistant

Key Themes Discussed

- What's in a name: museum versus center/institute
- Turn tragic episode into positive message, offer hope and healing for future
- Civil Rights Movement as a human rights endeavor
- Improving race relations

Key Takeaways from Host Group

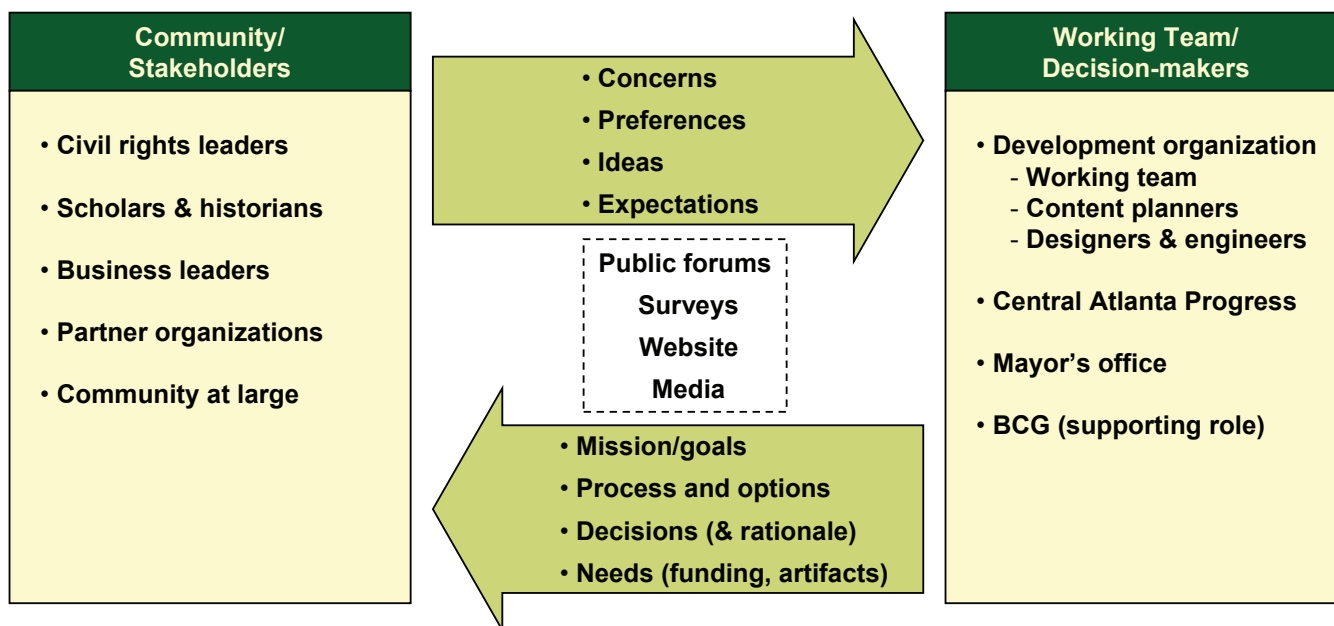
- Large meeting room or auditorium is needed
- Strong relationship with city essential for staying power of BCRI
- Think about ways that museum can benefit the local economy beyond the museum itself
- Tell a unique story that only Atlanta can tell
- Seek out collaborations with other institutions
- Must capture significant sources of revenue beyond gift shop sales and admissions in order to be sustainable
- Consider outsourcing some labor and functions (e.g. gift shop staff)
- City-sponsored bond initiatives failed twice, building support was difficult
- Research focus boosts BCRI image and reputation

KEY THEMES AND IMPLICATIONS FROM SITE VISITS

	Recurring themes from visits	Implications for Atlanta
Message/ Mission	<ul style="list-style-type: none"> • Mission & content scope must be clear • Tell a unique & fitting story 	<ul style="list-style-type: none"> • Define mission early & communicate clearly <ul style="list-style-type: none"> - don't let the media define mission • Find a story only Atlanta can tell
Location	<ul style="list-style-type: none"> • Needs to feel authentic – create a link to the content 	<ul style="list-style-type: none"> • Obtain or recreate key artifacts, experiences • Emphasize Atlanta's role, find ways to link site to other Atlanta sites
Facility Design	<ul style="list-style-type: none"> • Design and structure should follow the facility's purpose and planned use 	<ul style="list-style-type: none"> • Content planners need to engage architects early in the process • Carefully plan for meeting space needs
Content	<ul style="list-style-type: none"> • Engage the audience, help them feel the experience, encourage them to learn more • Leave an impression 	<ul style="list-style-type: none"> • Don't feel the need to tell every detail – entice people to learn more on their own • Balance experiences and artifacts • Invite to other resources (MLK site, internet)
Finance & Operations	<ul style="list-style-type: none"> • Open debt-free and with an endowment • Significant portion of financing derived from external (public & private) sources 	<ul style="list-style-type: none"> • Move to secure funding sources early • Work to establish an endowment
Com- munity	<ul style="list-style-type: none"> • Community support critical – note “community” may be both local <i>and</i> national 	<ul style="list-style-type: none"> • Communicate <i>all</i> benefits (tourism, culture) • Form partnerships with other key orgs. • Consider local and national board members
Marketing	<ul style="list-style-type: none"> • Think carefully about attendee mix (int'l vs nat'l vs local; children vs adults) 	<ul style="list-style-type: none"> • Plan content and design exhibits to appeal to range of likely attendees • Appeal to children

4. Next steps

THE BEST PUBLIC ENGAGEMENT IS A TWO-WAY PROCESS



4. Next steps

SEVERAL CRUCIAL DISTINCTIONS IN UNDERSTANDING COMMUNITY ENGAGEMENT PROCESS

What it is

- Process for engaging the community by taking in community ideas, concerns and preferences and incorporating them into the final product where ever possible
- Process that signals openness and transparency for accepting ideas and recommendations
- Opportunity to create a sense of ownership in the project that will be crucial to long-run success
- Tool to record community expectations and measure success

vs.

What it is not

- Formal decision-making body
 - Ultimate decision-making power will rest with working team and development organization
- Representative of a cohesive group speaking with uniform voice
- Work product that is accomplished and then discarded
 - *Input gathered must be addressed*

4. Next steps

COMPREHENSIVE PUBLIC ENGAGEMENT PLAN EXAMPLE: Allen-Jackson Committee's Three-Pronged Approach

Public Forums

- Held 2 widely publicized, heavily attended “Public Listening Forums”

Suggestion Forms

- Created and distributed 7,500 Recommendation Forms and 25 suggestion boxes in Atlanta public libraries, Atlanta City Hall, the King Center, and the Atlanta History Center

Online Survey

- Established an online Recommendations Form on the City of Atlanta Website

Additionally recommended....

Media Strategy

- Need to proactively engage the media to get out desired message
 - National Civil Rights Museum in Memphis learning: *don't let the media define your mission*

4. Next steps

COMMUNITY ENGAGEMENT WORKPLAN

Topic	Activities	Timing	Owner
		TBD...	TBD...
Community Engagement Framework	<ul style="list-style-type: none"> • Finalize key messages to communicate • Determine critical areas for public input • Establish engagement process and work plan 		
Survey	<ul style="list-style-type: none"> • Draft survey content • Plan & co-ordinate distribution 		
Establish website	<ul style="list-style-type: none"> • Determine scope, format <ul style="list-style-type: none"> - content - interaction capability 		
Public Engagement Forums	<ul style="list-style-type: none"> • Finalize key messages, prepared content • Project target attendance • Book facilities, dates • Public advertising for forums 		
Media Strategy	<ul style="list-style-type: none"> • Priority messages • List of key channels (eg, AJC) • Press release timetable 		

POTENTIAL FORMAT FOR PUBLIC ENGAGEMENT FORUMS

Introduction / Welcome (15 min.)

- Purpose of meeting (incl. very brief background and agenda)
- Introduction of team members

Background / History of the Project (20-30 min.)

- Current purpose, mission, and goals
- Decisions made to date, rationale

Next Steps (20-30 min.)

- Timeline moving forward
- Key questions, decisions to be made, and potential options

Open Floor Q & A (45-60 min.)

- *Optional: pass out and collect individual surveys*

Thank-you and Wrap-up (10 min.)

4. Next steps

POTENTIAL OUTLINE FOR ONLINE/PAPER SURVEY

Some Key Topics To Cover

Background

- Current purpose, mission, and goals
- Key decisions made to date, rationale

General Preferences: Content

- What should be the scope of the Institute?
 - Atlanta-focused vs Nat'l Civil Rights vs Int'l Human Rights
- What should be the emphasis/focus of the new Institute?
- How should the content be communicated?
 - Informative exhibits, experiential (eg., videos, recreations, demonstrations), or a mixture of both

Attendance

- Would you visit the planned Institute? How often?
- How important are each of these factor(s) in determining your attendance?
 - Ticket prices, special exhibitions, speaking engagements by notable civil/human rights figures, opening times, facility cleanliness, etc.

Other

- What are your concerns regarding the planned Institute?
- What is the best history/humanitarian institute or museum you've visited? Why?

4. Next steps

ESTABLISHING PARTNERSHIPS A CRITICAL SUCCESS FACTOR

Several benefits to partnerships & alliances

- Sharing of artifacts for special exhibitions
- Increased public awareness through co-marketing efforts
- Fundraising opportunities
- Access to special expertise and contacts
 - archiving and artifact maintenance
 - in-depth knowledge on particular content topics
 - ongoing developments in Civil and Human Rights around the world
- Increased visitation (e.g., multi-site passes and ticketing)

Potential initial partners (not an exhaustive list)

Local institutions⁽¹⁾

- Martin Luther King, Jr. National Historic Site
- The Atlanta History Museum
- The Carter Center
- The King Center
- APEX Museum
- Tubman African-American Museum
- Morehouse College
- Emory University
- Clark Atlanta University

National and international institutions

- Smithsonian Museum of African-American History and Culture
- Birmingham Civil Rights Institute
- National Civil Rights Museum
- National Underground Railroad Freedom Center

(1) May also wish to explore opportunities with other local attractions, such as the Georgia Aquarium, the World of Coca-Cola, the Cyclorama, the Atlanta Zoo, the CNN Center, the Atlanta High Museum of Art, and Centennial Olympic Park, among others.

4. Next steps

THE ATLANTA HISTORY CENTER HAS PLEDGED ITS ASSISTANCE IN ARCHIVING AND MAINTAINING THE KING PAPERS

The following is a June 2006 letter from Jim Bruns, President & CEO of the Atlanta History Center, to Walter Massey, President of Morehouse College...

Walter:

Congratulations on the acquisition of the King Papers! Your efforts were essential to ensuring the safekeeping of this important legacy for Atlanta and all of us in the cultural community thank you for taking the lead on this.

The Atlanta History Center is prepared to assist you in any way necessary. As starters, we'd like to offer the use of our brand new 6,000+ changing exhibition gallery as a possible site for the display of the papers. If it will help you and Shirley in raising the money necessary to purchase the papers, we can mount an exhibition within the next 30 days using the frames and write-ups developed by Sotheby's, or using similar frames and descriptions based upon the Sotheby's catalogue, and use the exhibition as a fund-raising opportunity.

We also are willing to assist you in accessioning the papers, bringing them under your inventory control. We'll finance our involvement at no charge to Morehouse. We can do this in conjunction with your staff working on your campus, or working with our staff on our campus, As you know, we have a state-of-the art research archive center and it is available to you. Let me know how we might help.

Again, thank you for your leadership on this; it is a major accomplishment.

Jim Bruns
President & CEO, Atlanta History Center

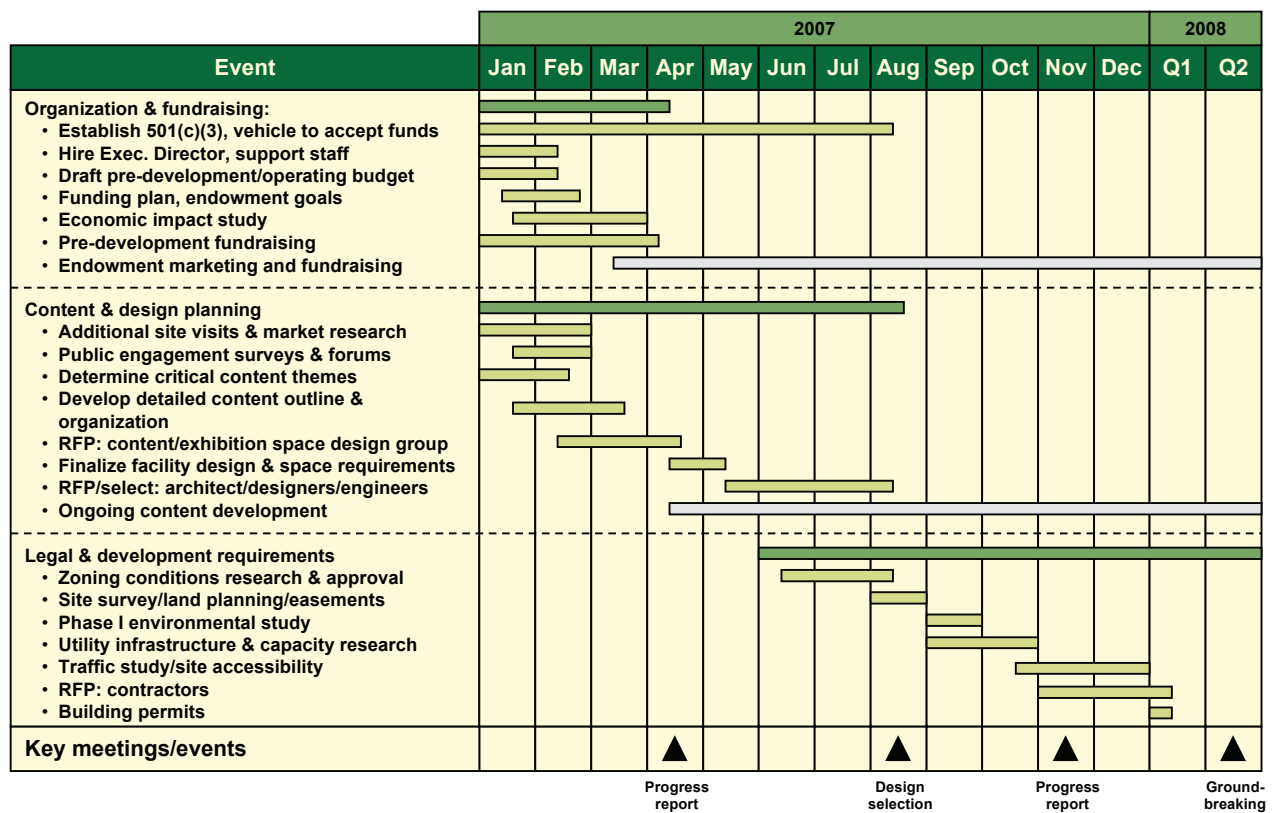
4. Next steps

KEY STEPS PRIOR TO BREAKING GROUND...

Concept/Mission Requirements	Technical & Legal Requirements (est. time in days)
Organization set up <ul style="list-style-type: none">• Likely 501(c)(3)	Site survey (30 days) <ul style="list-style-type: none">• Land planning• Easement assessment
Economic impact study <ul style="list-style-type: none">• tourism, job creation, tax revenue impacts	Zoning conditions research (30-90) <ul style="list-style-type: none">• Ensure intended use fits current zoning• File for re-zoning or variance(s) as necessary
Financing <ul style="list-style-type: none">• Funding plan, endowment goals• Identification of financing sources• Determination of Tax Allocation District status	Phase I environmental study (30) <ul style="list-style-type: none">• additional environmental studies if needed
Determine facility requirements <ul style="list-style-type: none">• Draft plans for content layout, exhibitions• Estimate peak visitation• Determine meeting space requirements	Utility infrastructure & capacity research (60) <ul style="list-style-type: none">• Water, sewer, storm sewer/drainage• Power/gas• Fiber/telecom
Preliminary building design <ul style="list-style-type: none">• Projected size, preliminary layout• Auxiliary needs (parking, office space)• Spatial concepts (atrium, greenspace, etc.)	Traffic study / Site accessibility (60-90) <ul style="list-style-type: none">• Determine traffic impact, needs• Access mapping and planning
Finalizing building design and construction <ul style="list-style-type: none">• Evaluate, hire architect(s)• Evaluate, hire contractor(s)	Obtain necessary building permits (30)

4. Next steps

PRE-DEVELOPMENT TIMELINE: NEXT ~18 MONTHS



5. Working team

WORKING TEAM MEMBERS

Name	Title	Organization
John Ahmann	President	Ahmann
Alex Bernhardt	Consultant	Boston Consulting Group
Amanda Brown-Olmstead	President / CEO	A. Brown-Olmstead Associates
Imara Canady	Special Events Manager	City of Atlanta
Lawrence Carter	Dean – MLK, Jr. International Chapel	Morehouse College
Frank Catroppa	Retired Superintendent – King NHS	Independent
Connie Curry	Author / Activist	Independent
Jeff Dickerson	President	Dickerson Communications
John Grant, Jr.	Chief Executive Officer	100 Black Men of Atlanta
Jesse Hill, Jr.	Ret. Chair/Pres./CEO, Atlanta Life Ins.	Independent
Ingrid Saunders Jones	Senior VP, Corporate External Affairs	The Coca-Cola Company
Preston King	Scholar in Residence	Morehouse College
Earl Lewis	Provost	Emory University
Evelyn Lowery	Founder / Chair	SCLC/W.O.M.E.N.
Kevin Martinez	Director, Community Affairs	The Home Depot
Elridge McMillan	Pres. Emeritus, Southern Education Foundation	Independent
Ellen Mendelsohn	Project Manager	Central Atlanta Progress
Alicia Philipp	President	The Community Foundation
A.J. Robinson	President	Central Atlanta Progress
Doug Shipman	Manager	Boston Consulting Group
Alan Wise	Vice President	Boston Consulting Group
Lynnette Young	Chief Operating Officer	City of Atlanta
Jamil Zainaldin	President	Georgia Humanities Council

5. Working team

JOHN AHMANN

John Ahmann is a veteran public policy and economic development strategist who has facilitated several successful initiatives in Atlanta and Georgia. He is president of Ahmann, which currently provides strategic and staffing support for the Atlanta Committee for Progress, an association of top business and academic leaders brought together to collaborate with and advise Mayor Franklin and the City of Atlanta on economic development initiatives and business recruitment efforts.

Prior to the establishment of Ahmann, John was Senior Vice President of the Public Policy division for the Metro Atlanta Chamber of Commerce, where his responsibilities included managing the Chamber's quality of life and public policy initiatives. His focus areas were transportation, education, environment (water, air, land use), and the arts.

John has also served as Deputy Commissioner of Strategic Planning and Research for what is now the Georgia Department of Economic Development (DEcD.) There he was responsible for strategic planning, policy development, information technology, market research, and legislative affairs.

Prior to DEcD, John worked with the highly respected public affairs firm of Edington, Wade & Associates, which had offices in Atlanta and Washington, D.C. He began his public policy career as a staff aide on Capitol Hill, where from 1987-1991 he worked for two members of the U.S. House of Representatives, serving two years as legislative director to Georgia Congressman Ben Jones who represented the 4th Congressional District.

John's professional career also includes nearly four years as Manager of Government Relations for the Atlanta Committee for the Olympic Games (ACOG). While at ACOG, he developed and implemented a public policy strategy that resulted in government funding and operational support critical to ACOG in the areas of transportation and assisting athletes' families in entering the United States. John implemented specific procedures to expedite the admittance of these families, which earned him the "Hammer Award" from Vice President Al Gore, an award that honors creating efficiency in government processes.

John holds a bachelor's degree in political science from Emory University and a master's degree in public-private management from Yale University. He is an elected member of the Decatur City School Board and serves on the boards of the Georgia Public Policy Foundation, the Atlanta Neighborhood Development Partnership, Inc., Creating Pride, and the New Century Forum. He is a graduate of the Atlanta Regional Commission's Regional Leadership Institute and member of the Urban Land Institute, Downtown Rotary and the Commerce Club. In 2001, Georgia Trend magazine named John one of the "40 under 40, Georgia's brightest young stars." He lives in Decatur with his wife and two daughters.

5. Working team

AMANDA BROWN-OLMSTEAD

Amanda Brown-Olmstead, who received the Ball State University's National Public Relations Professional Achievement Award for the year 2002, is one of the PR Industry's Fellows, a distinction held by approximately 300 practitioners worldwide, and is also fully accredited. She has been a member of PRSA for more than 20 years in leadership positions. She has served as Chairman of the Bronze Anvil Award, served on the Honors & Awards Committee for several years, including Silver Anvil judging, a member of the Accreditation Committee, the Ethics Committee, and the Diversity Task Force. She was on the Board of the Counselors Academy for eight years, serving as Chairman in 1999, the National Assembly Delegate at Large, Assembly Delegate and Board Member for the Georgia Chapter for several years, an Accreditation oral judge, as well as, a presenter at a variety of conferences.

Client programs under her direction have included the first three-way satellite news conference linking the mayors of Chicago, Washington, and Los Angeles; the 1986 Goodwill Games in Moscow; the development of marketing plans for the creation of the Ritz-Carlton hotel chain; a major environmental program for Waste Management tied to the Democratic and Republican National Conventions in 1988; and the nationwide roll-out of Storehouse, Inc. Ms. Brown-Olmstead's coordination of an officer recruitment project for the Atlanta Police Department won her a Silver Anvil, the highest honor given by PRSA, as did the launch of Step Aerobics. Among the 64 award-winning client programs benefiting from her direction are companies and organizations such as Turner Broadcasting System, Arthur Young (Ernst & Young), White Lily, Citibank, Fernbank Museum of Natural History, Blue Circle America, and the National Black Arts Festival.

Currently, Ms. Brown-Olmstead is a member of the Regional Business Coalition Policy Executive Committee, the Regional Business Institute, the Board of Central Atlanta Progress (CAP), the Advisory Board of Shepherd Spinal Center, the Board of the Atlanta Regional Health Forum, the Board of Councilors for The Carter Center, the Board of the Atlanta Botanical Garden, the Executive Committee of Robinson College of Business at Georgia State and chair of the Hall of Fame program, the Board of the Women's Forum of Georgia, the national Board of the Episcopal Media Center (EMC), and co-chairman of the annual dinner benefit for the EMC. She has been actively involved in the development of CAP's Downtown Improvement District and was chairman of the Public Relations/Communications Task Force for Central Atlanta Study II and the review committee for CA2P. She was Vice President of the Board of the International Women's Forum and Chair of the Georgia Chapter. She has been responsible for launching many successful community programs to include The Salute to Women of Achievement, the Young Careers membership division of the High Museum of Art and the Outstanding Atlantan Award Program. She is a former member of the Advisory Board to the Business School and the Board of Trustees of the University of Mississippi, and a past member of the Board of Visitors of Emory University.

She has been designated one of the Ten Outstanding Atlantans, was elected a member of Leadership Atlanta, was selected to be honored at Salute to Women of Achievement for YWCA, was recognized as a "Woman of Achievement" by the International Women's Forum, and is listed in Outstanding Atlantans and various Who's Who publications. She received a Gold Medal in the New York Film & TV Festival. As a member of The Order of the Phoenix, she is in the PRSA Georgia chapter Hall of Fame and has been awarded the George Goodwin Award for Public Service.

5. Working team

IMARA CANADY

Living in the Atlanta area since 1978, Imara currently serves as Special Assistant to the Mayor/ Special Events Manager, for the 58th Mayor of Atlanta, the Honorable Shirley Franklin. Having attended Georgia State University where he studied broadcast journalism and public relations, he began working in the radio industry, in the promotions and research departments for Power 99FM and Z-93. Upon leaving the radio world, Imara decided to pursue his love for the arts and landed a role as the lead male actor/vocalist with the international tour of Australia's Wildfire World Theater's Production of "Wallukaga and the Kabaka," where he also recorded his first CD. At the conclusion of the tour, Imara returned to Atlanta to continue in the arts world, working for the Cultural Olympiad for the 1996 Centennial Olympic Games and then for the 1996 Paralympics Games. It was during the games that Imara's life took a complete shift, when he was asked by former Mayor Bill Campbell to join his administration, serving as Special Project Coordinator.

In this capacity, Imara was again able to utilize his creativity, hosting a 1-hour public affairs show which aired on City Channel 26, as well as have the opportunity to impact the lives of thousands of young people through his work in the educational arena with then First Lady Sharon Campbell and in his responsibility to work with various community leaders, corporations and high profile entertainers to produce and implement long-term, community based projects. During his time with the Campbell administration, Imara managed the Mayor's Collegiate Council, the City of Atlanta Youth Ambassadors and developed numerous community service initiatives. Upon leaving the Mayor's Office, Imara continued in the political world, traveling with Vice-President Al Gore, where he was responsible for planning and executing official events across the nation for Vice-President and Mrs. Gore, as well as serving as a liaison between the White House and local community leaders, media outlets and organizers. In June 2000, Imara was asked to move to Nashville, Tennessee to join the Gore/Lieberman National Presidential Campaign, where he served as Budget Manager and was responsible for a multi-million dollar budget. At the end of the campaign, Imara returned to Atlanta, and started his own event planning firm, which he produced several successful events for a plethora of local non-profit organizations in the Atlanta area. Thinking that he would no longer work in the political arena, Imara's life was once again transformed, in January 2001, when he was asked to join the Committee to Elect Shirley Franklin for Mayor, where he served as Communications Director/ Press Secretary for what became one of the most historical campaigns, both electing the first female Mayor of Atlanta and the first African American female Mayor of a major southern city, as well as having the candidate successfully win the election without a run-off. At the completion of the Mayor's 2002 Inaugural activities, Imara returned to City Hall, joining the Mayor's Staff in his current capacity.

Under the Franklin Administration, Imara manages the legal processes for over one hundred outdoor events that occur in Atlanta, is the city's liaison with the film/music/entertainment community, as well as works on several special initiatives for the Mayor, such as the NASCAR Hall of Fame bid, Civil Rights Museum and King Paper's acquisition project. He has played a crucial role in attracting several large-scale events to the city, as well as being intimately involved in solidifying the logistics for numerous films to be filmed in Atlanta.

Imara is an active member of the Baha'i Faith, and exhibits his love and commitment to making a difference in the community, currently serving on 13 different non-profit boards, including AID Atlanta, the American Red Cross Minority Recruitment, the Atlanta Association of Black Journalists and the United Way 211.

A lover of the arts, Imara also serves on the boards for the Horizon Theater Company, Moving in the Spirit, the Community Relations Board for the High Museum of Art, the Dallas Austin Foundation and R&B Hip Hop for Humanity. He has received several honors including a 2003 S.E. Regional Emmy Award, Outstanding Atlantian in 2002, the 2001 AABJ Volunteer of the Year Award and is currently a member of the 2006-2007 Leadership Atlanta class.

A resident of Southeast Atlanta, Imara strives to live by the phrase from the writings of his faith, which states that, "service to humanity is service to God."

LAWRENCE CARTER

Lawrence Edward Carter Sr., is the first Dean of the Martin Luther King Jr. International Chapel and tenured Professor of Religion, and College Curator at Morehouse College since 1979. He is also an adjunct professor at the Morehouse School of Medicine in the Master of Public Health Program. For forty-five years, Dr. Carter has studied and worked in fourteen American universities, colleges, and professional schools, spoken at over eighty different colleges, universities, and seminaries, and received over five-hundred speaking engagements from eighteen denominations, and traveled to thirty-three foreign countries. He has made over sixty radio and television appearances, including nationwide in England, Canada, Japan, New Zealand, Australia, South Africa, and continent wide in Africa.

Lawrence Carter was born in Dawson, Georgia, and reared in Columbus, Ohio. He holds the B.A. degree from Virginia University of Lynchburg in Social Science and Psychology, and the M. Div. degree in Theology, the S.T.M. degree in Pastoral Care, and the Ph.D. degree in Pastoral Care and Counseling from Boston University. He did further study at Andover Newton Theological School, The Ohio State University, Harvard University, Georgia State University, New York University, The University of Wisconsin at Madison, Brown University, Spelman College and George Washington University. He holds certifications in multi-disciplinary clinical training, clinical pastoral education, the editing of historical documents, and community non-violent training. He is also a licensed and ordained Baptist minister. He was a 1994 Fulbright Scholar in Brazil, and twice a National Endowment for the Humanities fellow, in 1993 and 1996.

Currently, Professor Carter teaches Psychology of Religion, Religion and Ethics, and The Life and Thought of Mohandas K. Gandhi and Martin Luther King Jr., at Morehouse College. He also teaches Introduction to Spirituality and Health at the Morehouse School of Medicine. From 1982 to 2000, he lectured annually at the Interdenominational Theological Center in Atlanta on "Campus Ministry". From 1996 to 2002, Dr. Carter was a visiting Professor at Bates College in Lewiston, Maine. Each year at Bates he led a seminar at the Benjamin Elijah Mays Institute. While a member of the Boston University staff, he served as Baptist Counselor, Residential Counselor, Executive Director of the Martin Luther King Jr. Afro American Center, and Associate Dean of Daniel L. Marsh Chapel. At the Harvard University Divinity School, he team-taught a course on "Orientation to Ministry." Later he served as Coordinator of Afro-American Studies at Simmons College.

Scholars Press published Dr. Carter's Centennial Festschrift, honoring Benjamin Elijah Mays, Mercer University Press published the second edition in paperback titled, *Walking Integrity: Benjamin Elijah Mays as Mentor to Martin Luther King, Jr.* Weatherhill Press published Dr. Carter's *Global Ethical Options, in the Tradition of Mahatma Gandhi, Martin Luther King, Jr., and Daisaku Ikeda* first edition in 2001. An Indian edition was published by Gandhi Media Centre, in New Delhi and Madurai, in 2005. Fifty-six of Dr. Carter's articles have appeared in *The Journal of The Interdenominational Theological Center*, *The Journal of Pastoral Care*, *The Howard University Journal of Religious Thought*, *Black Family Magazine*, *The Oracle*, *Nexus*, *Freeing the Spirit*, *Boston University Currents*, *Morehouse College Bulletin*, *The Atlanta Inquirer*, *The Atlanta Constitution*, *The National Baptist Voice*, *Atlanta University's Phylon*, *The Boston Globe*, *The Journal of African Civilizations*, *World Tribune*, *Seikyo Shimbun*, *The Journal of Oriental Studies in Japan*, and *Living Buddhism*, *Science of Mind Magazine*, *Gekkan Pumpkin*, *Focus*, *World Tribune* and the *Journal of the African-American Pulpit*. Dr. Carter has also published at the invitation of the National Council of Churches of Christ, U.S.A.

Lawrence Carter is the recipient of and administrator for numerous budgets, fellowships, gifts, grants, and an endowment totaling over three million eight-hundred thousand dollars. At the request of Dean Carter, the National Council of Churches established an Ecumenical AmeriCorps Scholarship Awards Program at King Chapel in 1998. He solicited from the National Baptist Convention, U.S.A., Inc. a gift of one-hundred thousand dollars to erect the only statue in the state of Georgia honoring Martin Luther King Jr., on the Plaza of the King Chapel at Morehouse College. He has organized and funded twelve national conferences at Boston University, Morehouse College, and in New York City. Annually, he coordinates Science and Spiritual Awareness Week for Morehouse College.

Dr. Carter is the founder and sole fundraiser for Morehouse College's International Hall of Honor that consists of one hundred thirty original oil portraits of distinguished leaders in the civil and human rights nonviolent movement. The portraits by Ho Eun Chung are valued at over nine-hundred thousand dollars. He also founded the five-hundred member Martin Luther King, Jr. Chapel Assistants Preseminarians Program at Morehouse in 1979. He has raised over two-hundred fifty thousand dollars in scholarship funds for the Morehouse Chapel Assistants. On April 1, 2000 he founded the Gandhi Institute for Reconciliation at Morehouse on Millennium Sunday.

On Century Sunday, April 8, 2001, the Inaugural Gandhi-King-Ikeda Community Builder's Prize of the Morehouse Chapel was conferred on His Royal Highness Prince El Hassan bin Talal of Jordan and a two thousand square feet legacy of peace traveling exhibition on Mahatma Gandhi, Dr. Martin Luther King, and Dr. Daisaku Ikeda was dedicated on March 31, 2001. On May 3rd, Dr. Carter delivered the Founding Address for the undergraduate campus of Soka University of America in Aliso Viejo, California, and the inaugural lecture titled, "Growing Up Into Democracy's Crown." He is also a member of the Board of Trustees of Soka University of America and a member of the Board of Visitors of the Mercer University School of Theology, 2001 to 2003.

Dr. Carter has received over sixty honors and recognitions, including having been voted Faculty Member of the Year for 1985 by the Morehouse College student newspaper; a member of the 1986 Class of Leadership Atlanta. Six times he was elected as a delegate to international religious assemblies and selected as a Bible Study Leader for the Sixth Assembly of the World Council of Churches, Vancouver, Canada, 1983. He was a delegate to the Eleventh Baptist Youth World Conference of the Baptist World Alliance in Glasgow, Scotland in 1988, and has received three honorary doctorate degrees in Divinity, Humanities, and Religious Studies from his alma mater, Lewis University, and Al al-Bayt University in Jordan, respectively. On May 29, 1993, Dr. Carter was elevated to the degree of Sublime Prince, 32nd degree of the Prince Hall Masons by the Atlanta Consistory and is a member of the W.C. Thomas Lodge. He has been recognized for singly researching and selecting the site of the new historic Ebenezer Baptist Church edifice on Auburn Avenue in Atlanta, Georgia. He is also a member of Omega Psi Phi Fraternity, Inc. In 2001 and 2004, Dean Carter was a delegate to the Second and Third Synthesis Dialogue in Trent, Italy and Castel Gandolfo, Italy, respectively, with the Dalai Lama of Tibet, convened by The Association of Global New Thought. Dr. Carter was also a speaker at the 2004 Parliament of the World's Religions in Barcelona, Spain, the Club of Rome and the Arab Thought Forum in Amman, Jordan in 2004.

Dr. Carter is married to Dr. Marva Griffin Carter. Mrs. Carter is currently a tenured Associate Professor of Music History and Literature at Georgia State University where she also served as Director of Graduate Studies in the School of Music. The Carters are the parents of one son, Lawrence Edward Carter, Jr. Young Carter is a sixth generation Georgian and a sophomore at Morehouse College.

5. Working team

FRANK CATROPPA

Frank Catroppa retired from the position of Superintendent, Martin Luther King, Jr. National Historic Site, on January 3rd, 2006. He held this position since January, 1998. Catroppa retires with 40 years of federal service, including 32 years with the National Park Service.

One of nearly 400 National Parks across the country, the MLK National Historic Site preserves and interprets the places in Atlanta, Georgia where revered civil rights leader Martin Luther King, Jr. was born, worshipped, worked and is buried. The site includes Dr. King's birth home, historic Ebenezer Baptist Church, Dr. King's gravesite, Freedom Hall, a Visitor Center Museum, and historic Fire Station No. 6.

As Superintendent, Catroppa was an active member of the Atlanta Convention & Visitors Bureau, Central Atlanta Progress, and Sweet Auburn Business Improvement Association. He has spearheaded establishment of the fledgling Historic District Business Association for merchants along Auburn and Edgewood Avenues. In 2005, Catroppa was recipient of Central Atlanta Progress' prestigious "Community Leadership Award" granted annually by the downtown Atlanta economic engine, which cited the superintendent's leadership of numerous initiatives with civic impact, including the \$5 million restoration of Martin Luther King, Jr.'s home church, exhibition of the critically lauded "Without Sanctuary: Lynching Photography in America," commissioning of a transportation feasibility study for Atlanta tourist attractions, and the 2004 launch of the "International Civil Rights Walk of Fame" with former Turner Broadcasting executive and media legend Xernona Clayton. He was also selected for the *Atlanta Business Chronicle* 2005 Who's Who in Hospitality, an annual listing of leaders in one of Atlanta's principal industries.

Prior to joining the MLK National Historic Site, Catroppa worked in the Southeast Regional Office of the National Park Service, based in Atlanta. Since 1973, he held a variety of management positions, including Chief of Staff, Associate Regional Director for Administration, Associate Regional Director for Park Operations and Personnel Officer.

Catroppa graduated from St. Joseph's University (Pennsylvania) with a B.S. degree in Psychology in 1964 and received an Ed.M. in Counseling Psychology from Temple University in 1970.

A native of Philadelphia, Catroppa resides with his wife, Linda, in Decatur, Georgia and has two adult children.

5. Working team

CONSTANCE CURRY

Constance Curry is a writer, activist, and a fellow at the Institute for Women's Studies, Emory University, Atlanta, Georgia. She has a Juris Doctor degree from Woodrow Wilson College. Curry did graduate work in political science at Columbia University and was a Fulbright Scholar at the University of Bordeaux in France. She earned her B.A. degree in History, graduating Phi Beta Kappa and Summa Cum Laude from Agnes Scott College in Decatur, Georgia. She was a Fellow at the University of Virginia's Carter G. Woodson Institute, Center for Civil Rights, Charlottesville. 1990-91.

Curry is the author of several works, including her award winning book, *Silver Rights* (Algonquin Books of Chapel Hill, 1995; Paper back Harcourt Brace, 1996), which won the Lillian Smith Book Award for nonfiction in 1996 and was a finalist for the 1996 Robert F. Kennedy Book Award.; and was named the Outstanding Book on the subject of Human Rights in North America by the Gustavus Myers Center for the Study of Human Rights. With an introduction by Marian Wright Edelman, *Silver Rights* tells the true story of Mrs. Mae Bertha Carter and her family's struggle for education in Sunflower County, Mississippi. The Carters were Mississippi Delta sharecroppers living on a cotton plantation in the 1960s and dared to send seven of their thirteen children to desegregate an all-white school system in 1965 after the passage of the Civil Rights Act of 1964. Her most recent book is *Mississippi Harmony* with Ms. Winson Hudson, published fall 2002 by Palgrave/St. Martin's press, which tells the life story of Mrs. Hudson, a civil rights leader from Leake County, Miss., who also challenged segregation in the 1960s.. Curry also collaborated in and edited *Deep in Our Hearts: Nine White Women in the Freedom Movement* (University of Georgia Press, 2000) and the book *Aaron Henry: the Fire Ever Burning* (University Press of Mississippi, 2000). She is presently working on/editing the memoirs of Bob Zellner, the first male white field secretary for the Student Nonviolent Coordinating Committee in 1961-67.

From 1957 to 1959, she was Field Representative, Collegiate Council for United Nations, New York City. From 1960 to 1964, she was the Director of the Southern Student Human Relations Project of U. S. National Student Association, Atlanta, Georgia, developing programs for black and white college students to communicate and organize. During that period, she was the first white woman on the executive committee of the Student Nonviolent Coordinating Committee during its campus-based years, and was often their "designated observer" for sit-ins and other demonstrations. From 1964 to 1975, Curry was Southern Field representative for the American Friends Service Committee (AFSC). From 1975 to 1990, she was City of Atlanta Human Services Director—Mayors Jackson and Young appointee.

Curry is the producer of a newly released documentary film "The Intolerable Burden, " (winner of the John O'Connor film award) based on her book *Silver Rights*, but showing today's resegregation in public schools and the fast track to prison for youth of color. As activist/participant and a writer/intellectual holding a law degree, Connie Curry has helped illuminate the struggle for justice.

5. Working team

JEFF DICKERSON

Jeff Dickerson is president of Dickerson Communications, a public affairs firm that offers public relations, issues-management and media consulting services to private- and public-sector clients. Some of those clients include MARTA, SCANA Energy, the Georgia Department of Labor, SCG Pipeline, Inc., Kaiser Permanente, the Georgia Bankers Association and others.

Dickerson served as a journalist for 22 years, spending most of that time crafting and honing arguments for the editorial pages of The Detroit News and The Atlanta Journal.

As an editorial writer for The Atlanta Journal, Dickerson specialized in some of the editorial page's most complicated and controversial topics, including federal budgets, taxation, Social Security reform, state and local issues and analyses of appellate and U.S. Supreme Court rulings.

He took a three-year hiatus from editorial writing to launch the Atlanta Journal Constitution's community news weekly, CityLife. He has also served as a reporter, deputy metro editor and in many other newsroom capacities.

Dickerson is the recipient of numerous journalistic awards, and continues to write opinion pieces for the Atlanta Business Chronicle and The Atlanta Tribune. He also serves as a regular panelist on WAGA Fox 5's Sunday public affairs show, "Georgia Gang," which has been on the air weekly for 14 years.

He has interviewed literally hundreds of politicians, from local officials to top Washington office-holders, including two interviews with the current United States president during the presidential campaign. He has participated in thousands of editorial board meetings with politicians, leading business officials and other news subjects.

Dickerson is married to Vonda Wright Dickerson of Milledgeville. They have two children, Lia, 7, and Adam, 3. He is also the proud father of three boys from a former marriage, Jeffrey Jr., 22, John, 17, and Joel, 15. All reside in South DeKalb.

5. Working team

JOHN GRANT, JR.

John Thomas Grant, Jr. became CEO of 100 Black Men of Atlanta, Inc. (100) in 2001, and has been a member of the organization for almost 20 years. As CEO, Grant is responsible for managing the organization's day-to-day growth and direction. Under his leadership, the 100 has attained a level of visibility and prominence that underscores the importance of the philanthropic mission established by its founders.

Grant currently serves on several boards including, The Alliance Theater, The American Red Cross Southern Region, True Colors Theater Company, Central Atlanta Progress and the Atlanta Convention & Visitors Bureau. He also serves on the Emory University Board of Advisors.

Mr. Grant's achievements have been well recognized throughout Atlanta. He has participated in such programs as Leadership Atlanta, Leadership Georgia and The Diversity Leadership Academy. He also has been selected by the Atlanta Business Chronicle as one of 96 Most Influential Atlantans, voted Outstanding Young Atlantan and selected as the WTBS Super Citizen of the Week. He has been a recipient of the President of the United States' Service Award and Atlanta Technical College's Bridge Builder Award.

5. Working team

JESSE HILL, JR.

Born in St. Louis, Missouri on May 30, 1926, Hill arrived in Atlanta in 1949 after completing a Bachelor of Science in math and physics from Lincoln University and an MBA in Actuarial Science from the University of Michigan. Joining the Atlanta Life Insurance Company initially as an actuarial assistant, Hill rose to become the firm's third president, chief executive officer, and chairman of the Executive Committee in 1973.

As an executive and CEO of the largest African-American owned financial institution in America, he continued to build upon the company's strong tradition of supporting human and civil rights activism. Over the course of his successful career, Hill has compiled a long list of "door-opening firsts" for African-Americans.

Appointed by Mayor Allen to chair the bargaining committee that negotiated the purchase of what was to become Metropolitan Area Rapid Transit Authority (MARTA), Hill was the first African American member to sit on MARTA's Board of Directors. He also was the first African-American selected to serve on the Board of Regents for the University System of Georgia. In 1977, he was elected president of the Atlanta Chamber of Commerce, the first African-American to hold such a position in a major U.S. city. He also was elected as the first black member of the Board of Trustees of the Commerce Club, the elite venue of Atlanta's previously all-white power structure.

In addition, Hill has served on the boards of a number of corporations, including Comsat, Delta Air Lines, Knight Ridder, Morse Shoes, National Service Industries, Rich's, S & H Corporation, and SunTrust, often as the first minority member. For the past 25 years, he has served as chairman of the Board of Governors Opportunity Funding Corporation (OFC), a Washington, D.C. based organization committed to promoting and facilitating the development of minority business enterprise.

During the 1960s, Hill directed his company to quietly underwrite civil rights initiatives throughout the South, such as providing bail money to release individuals arrested in sit-ins and other protests. For over fifteen years, he also served as chairman of the Board of Directors of the Martin Luther King Jr. Center for Social Change. In addition, Hill served on the Board of Directors and in various leadership capacities for the local chapter of the National Association for the Advancement of Colored People (NAACP). Hill also founded The Atlanta Inquirer, the weekly newspaper that became the voice of the civil rights movement in Atlanta.

But it is as a political leader in the city of Atlanta that Hill has had perhaps his most lasting impact. Soon after his arrival, he quickly became acquainted with most of the key leaders of the city through the auspices of the Hungry Club. Located at the Butler Street YMCA where Hill first resided, the club provided the only forum at that time where black and white leaders could engage in serious dialogue on contemporary issues.

Head of virtually every major voter registration drive in the black community during the 60's, Hill chaired the All Citizens Registration Committee, precursor to a political organization that has since nurtured the careers of Atlanta's last four mayors. Consequently, he served as campaign chairman for Maynard Jackson, elected in 1973 as the first black mayor of a major city in the South; and Andrew Young, the first black elected to Congress from Georgia and the South since Reconstruction.

5. Working team

INGRID SAUNDERS JONES

Ingrid Saunders Jones is senior vice president of The Coca-Cola Company and chair of The Coca-Cola Foundation. In her capacity as senior vice president of corporate external affairs, Ms. Jones directs the vision and involvement of The Coca-Cola Company in community, philanthropic and civic affairs.

As chair of The Coca-Cola Foundation, she leads the Company's philanthropic commitment to education. Under her leadership, The Coca-Cola Foundation has contributed more than \$180 million to education including scholarships and programs for students of color, first generation college scholarships, and initiatives to increase the academic success of students in public and secondary schools. In addition, Ms. Jones serves on the board of The Coca-Cola Scholars Foundation which provides scholarships to high school students from across the country, and Camp Coca-Cola which is a year-round program of leadership development, camping, community service and education preparing young people for success.

Earlier in her career, Ms. Jones spent three years as executive assistant to the Honorable Maynard Jackson, then mayor of Atlanta, and two years as legislative analyst for the president of the Atlanta City Council, Mr. Carl Ware. She is a former executive director of the Detroit Wayne County Child Care Coordinating Council and also taught in the public schools of Detroit and Atlanta.

A native of Detroit, Ms. Jones earned a bachelor's degree in education at Michigan State University and a master's degree in education at Eastern Michigan University. In recognition of her work in the corporate world, as well as her many contributions to civic and community causes, Ms. Jones' alma mater, Michigan State University, honored her with an honorary Doctor of Humanities Degree, an honor she has also received from the Atlanta College of Art.

A teacher by training, Ms. Jones' commitment to education and community development extends beyond the doors of the Coca-Cola corporate headquarters. She currently chairs the Board of Councilors for the Carter Center, the leadership advisory group that serves to promote the Center's activities among private-sector opinion leaders. She is a board member of the Apollo Theater Foundation, Clark Atlanta University, Congressional Black Caucus Foundation, Girls Inc., The Ohio State University President's Council on Women, the Andrew Young School of Policy Studies at Georgia State University, and the Woodruff Arts Center. She also is a member of the Rotary Club of Atlanta, the Delta Sigma Theta Sorority, the Links and the Society of International Business Fellows.

Recognition of her work and contributions also include the National Urban League's 2006 "Women of Power" award, the 2005 "365 Black" award sponsored by The McDonald's Corporation, the National Urban League's 2004 Leadership Award; the American Jewish Committee – Atlanta Chapter's Institute of Human Relations Award; the Woman of Achievement Award from the YWCA of Greater Atlanta; the National Council for Research on Women's Women Who Make A Difference Award; The President's Award from Morehouse College; The Ohio State University Foundation's John B. Gerlach Development Award; Georgia State University School of Business Hall of Fame; and the NAACP Legal and Education Fund's National Equal Justice Award— among others.

5. Working team

PRESTON KING

Born in Albany Georgia, Preston King is a political philosopher who earned his B.A. (Phi Beta Kappa) from Fisk, and M.Sc. (Econ) (Mark of Distinction) and Ph.D. from the London School of Economics (University of London). Dr. King was also educated at the Universities of Vienna (Austria), Strasbourg and Paris (France). He began his career as a lecturer first at The LSE, then Keele University, and then the University of Ghana. He lived and worked outside the USA for forty years in opposition to the segregationist regime in the country.

Dr. King is currently a Distinguished Visiting Professor of political science at Fisk University where he teaches a course in International Political Economy with its emphasis on the practical policy implications of the doctrine of political 'Realism'. He is also a Scholar in Residence at Morehouse College (Atlanta), Visiting Professor at the University of East Anglia (UK), and Professor Emeritus at Lancaster University. Dr. King has held Chairs in Nairobi and Sydney with visiting professorships at McGill, Australian National University, The London School of Economics, Yaoundé (Cameroon), Suva (Fiji), and University of the South Pacific.

Dr. King is CEO of CONANDEAG, Chair of the Political Philosophy Research Committee of the International Political Science Association (IPSA), and founder and co-editor of the Critical Review of International Social and Political Philosophy (CRISPP). Dr. King has authored many books including *Fear of Power*, *The Ideology of Order*, *An African Winter*, *Toleration*, *Federalism and Federation* and *Thinking Past a Problem*. He has also edited such books as *The History of Ideas*, *The Challenge of Friendship to Modernity*, *Trust in Reason*, and *Black Leaders and Ideologies in the South*. His latest edited book, *Friendship in Politics*, will appear in 2007. While Dr. King's primary concern has centered on the theorization of institutions, *Friendship in Politics* theorizes that liberty is increasingly running into the sands of alienation, anomie and escalating social tension. He does not believe that the ideal of liberty can or should be abandoned but that there is now need to shift the paradigm more energetically in the direction of a friendship society grounded in open discussion, extensive social tolerance, and avoidance of dogma.

5. Working team

EARL LEWIS

Earl Lewis is Provost and Executive Vice President for Academic Affairs and the Asa Griggs Candler Professor of History and African American Studies. Before joining the Emory faculty in July 2004, Earl served as dean of the Horace H. Rackham School of Graduate Studies and vice provost for academic affairs/graduate studies at the University of Michigan. He was the Elsa Barkley Brown and Robin D.G. Kelley Collegiate Professor of History and African American and African Studies and formerly director of the Center for Afro-American and African Studies. From 1984 to 1989 he was on the faculty in the department of African American Studies at the University of California, Berkeley.

Earl, who holds degrees in history and psychology, is author and co-editor of seven books, among them *In Their Own Interests: Race, Class and Power in 20th Century Norfolk* (University of California Press, 1993) and the award-winning *To Make Our World Anew: A History of African Americans* (Oxford University Press, 2000). Between 1997 and 2000 he co-edited the eleven-volume *The Young Oxford History of African Americans*. Earl co-authored the widely acclaimed *Love on Trial: An American Scandal in Black and White*, published in 2001 by WW Norton. His most recent books are *The African American Urban Experience: Perspectives from the Colonial Period to the Present*, co-edited and published with Palgrave (2004), and the co-written *Defending Diversity: Affirmative Action at the University of Michigan*, published by the University of Michigan Press (2004).

Earl has also written essays, articles, and reviews on different aspects of American and African American history that have appeared in many academic journals. He is a current or past member of a number of editorial boards and boards of directors.

In 1999, Earl was a recipient of Michigan's Harold R. Johnson Diversity Service Award. He received the 2001 University of Minnesota's Outstanding Achievement Award given to a distinguished graduate. And Concordia College honored him with an honorary degree in 2002.

Spouse: Susan Whitlock

EVELYN GIBSON LOWERY

Since the early days of the Civil Rights Movement, Mrs. Evelyn Gibson Lowery has been a community activist. In demonstrations and marches, and amid attempted bomb threats, she chose not to sit in the background but continued to be an active participant. "Having been a part of the movement from the beginning, I knew women had made significant contributions over the years and it was time for women to come to the forefront," stated Mrs. Lowery.

She marched in the Selma-Montgomery march in 1965 and the anniversary Marches thereafter; she was shot at twice in her car, narrowly escaping death, by the KKK in Decatur, Alabama during a peaceful protest by SCLC in defense of a young, Black man, Tommy Lee Hines in 1979; marched from Carrollton, Ala. To Washington, D.C. in support of extending the Voting Rights Act in 1982; jailed in Washington, DC at the South African Embassy while demonstrating for the abolishment of apartheid in 1984; jailed in Atlanta in the Winn-Dixie protest over selling products made in South Africa in 1985; and jailed in Henderson, N.C., over dumping toxic waste (PCB's) in black and poor neighborhoods; spending the night in jail at all three locations.

In 1979, she founded SCLC/Women's Organizational Movement For Equality Now, Inc. to champion the rights of women, children, and families and responding to the problems of the poor and disenfranchised; became incorporated and an independent 501 (C) (3) nonprofit organization.

Mrs. Evelyn G. Lowery and SCLC/W.O.M.E.N., Inc. were among the first to support the Mothers of the missing and murdered children in Atlanta. Was appointed by Mayor Maynard Jackson to serve on a 5-member committee during the murdered and missing children episode in Atlanta. In cooperation with the City of Atlanta, following the murdered and missing children tragedies, she created the annual children's Christmas Party in 1979 to spread the joy of the Christmas season to thousands of youth annually.

Mrs. Lowery's outstanding accomplishments include organizing the metropolitan Atlanta Christmas Party for the seniors in 1980, saluting over 1,400 seniors annually at this event.

Mrs. Lowery led SCLC/W.O.M.E.N, INC., to found the Empowerment Training Center for GED/Computer Training in 1988 funded by the Kellogg Corporation; the Girls to Women Bridging the Gap Mentoring program in 1995; has awarded over \$350,000 in scholarships to high school seniors through Oratorical contests. Was appointed by Mayor Maynard Jackson to serve on a 5-member committee-during the murdered and missing children episode in Atlanta-providing arrangements for the Families. Under her leadership, 1994, a Toy Gun Exchange and a national Stop the Killing Quilt was created representing pictures memorializing youth killed violently, which has been displayed in schools, municipal buildings and twice in Washington, D. C. with Jim and Sara Brady.

A Child Abuse Conference was held in 2005; several Domestic Violence awareness projects were held in October 2005 in Atlanta and New York.

Mrs. Lowery created the "Drum Major for Justice" Awards Dinner at the time of Dr. King's assassination date, honoring persons making outstanding contributions in 1980. The oldest copyrighted ceremony commemorating the assassination of Dr. King.

She created the two-day motor-coach, Evelyn Gibson Lowery Civil Rights Heritage Tour in 1987, taking thousands to Alabama, tracing steps of the Civil Rights movement. She has erected 12 monuments of Icons of the movement throughout Alabama: Viola Liuzzo, Jimmie Lee Jackson, Albert Turner, Sr., Rev. James Orange, Civil Rights Freedom Wall of Perry County, Rev. Hosea Williams, Congressman John Lewis, Mr. Earl T. Shinhoster, Rev. James Reeb, The Civil Rights Freedom Wall of Selma and Dallas County, Alabama and a monument for Marie Foster and Amelia Boynton Robinson. Latest for Mrs. Rosa Louise Parks, at Alabama State University.

Received funding for National HIV/AIDS Education Training in 5 cities in 1985. National Conference was held in Atlanta in 1986; a National Conference was held in Washington, D.C. at Howard University in 1987; Regional Conferences in Georgia in 1987, in Albany, Augusta, Macon and Savannah; a Minister's Conference at ITC; Developed a Church AIDS Program administered in five cities; Atlanta, Detroit, Kansas City, Dayton, and Tuscaloosa, Alabama. An AIDS play, "Choices" was produced by SCLC/W.O.M.E.N., Inc. and shown around the country – funded by AMFAR. HIV/AIDS education materials have been shared in South Africa and she has been engaged in many HIV/AIDS screenings and testing. Sent HIV/AIDS material to South Africa through the African American Renaissance Association. She coordinated a booklet of sermons from ministers around the country to be used as a guide for ministers on behalf of the Dionne Warrick Foundation.

Mrs. Lowery chaired a Luncheon, "A Salute to South African Women", in Atlanta in support of Winnie Mandela, in 1990. Mrs. Lowery was a member of a peace delegation to the Middle East, a peace delegation to Central America and the Africa Renaissance Dinner in Durban, South Africa in 1998, honoring Nelson Mandela's retirement. She traveled to East Berlin for the dedication of a school named for Dr. Martin Luther King, Jr. She led the purchase and renovation of the historic Tabor Building on Auburn Avenue in 1995, which houses the offices and programs of the organization. She organized a Memorial services in Atlanta in memory of Dr. Betty Shabazz, Mrs. Rosa Louise Parks, and Mrs. Coretta Scott King, held at Historic Ebenezer Baptist Church.

Mrs. Lowery studied at Clark College, Youngstown School of Business and Youngstown University. Mrs. Lowery's parents, the Rev. and Mrs. Harry B. Gibson, Sr., a Methodist Minister, were activists in their community, and in Memphis, her father served as president of the NAACP. She is the wife of Dr. Joseph Echols Lowery, 3rd president of the Southern Christian Leadership Conference for 18 years, when she served as "First Lady", and was a member of the Board of Directors. She is the proud mother of three daughters—Yvonne Lowery Kennedy, Karen G. Lowery, and Cheryl Lowery Osborne. Mrs. Lowery often states her most significant accomplishment has been raising three beautiful daughters, but in her role as a community organizer, focusing on bettering the position of women and children in America, she has made significant strides. She has a long list of awards and affiliations.

5. Working team

KEVIN MARTINEZ

Kevin Martinez joined The Home Depot in November 2004 as director of Community Affairs. He is responsible for managing and developing the community affairs and corporate social responsibility strategy, including integration of programs and initiatives with divisional communications. Kevin oversees The Home Depot's corporate volunteerism programs, corporate giving and philanthropy, national partnerships, and social responsibility programs and reporting.

Prior to joining The Home Depot, Kevin was the senior manager of community affairs for Starbucks' Corporate Social Responsibility department. He was responsible for managing a national network of community affairs managers, national nonprofit relationships and Corporate Social Responsibility partner (employee) programs; and assisting in the development of reputation management practices worldwide. He was also responsible for developing and acquiring the Ethos Water brand. Additionally, Kevin worked with various business units to incorporate responsible business practice solutions and alternatives into their everyday work, developing award-winning Corporate Social Responsibility programs throughout North America.

Prior to Starbucks, Martinez gained experience in an array of public service, political, philanthropic and retail businesses, including managing the Corporate Social Responsibility department at Eddie Bauer in 1998. Under Martinez's leadership, The Global ReLeaf program, "Add a Dollar, Plant-a-Tree," became a nationally acclaimed cause-marketing program that was awarded one of Canada's highest environment awards, the Eterne Award, for helping to reforest urban areas in North America. In 1995, Martinez took on the responsibility of manager of Community Relations for King County Executive Gary Locke, Washington State's future Governor, and later as the director of Community Relations for Locke's successor, King County Executive Ron Sims. At King County, Kevin managed the Kingdome Renovation Task Force and ultimately helped work with historic downtown historic Pioneer Square and the International District to site two new stadiums and demolish the Kingdome. Prior to his work in King County's executive office, Kevin was the executive director of the Seattle Aquarium Society and a member of the Citizen's Advisory Board, which was responsible for the master plan of the Seattle Aquarium.

In addition to speaking on many panels and forums across the country, Kevin keeps active in the community affairs field by serving as president of The Home Depot Foundation, the advisory board for the Center for Citizenship at Boston College the Conference Board, and The Home Depot's Environmental Council.

5. Working team

ELRIDGE MCMILLAN

Elridge W. McMillan is a nationally recognized expert in the fields of higher education policy, research, governance, curriculum development, access and equity. McMillan's leadership has impacted significantly on major educational policy change, particularly in the areas of access and equity, in the southern region of the United States. McMillan uses his more than forty years of experience to challenge fellow educators and activists to persist in the struggle to improve educational opportunity for America's ever-changing diverse citizenry.

As the first African-American president of the Atlanta-based Souther Education Foundation, President Emeritus McMillan lead the foundation to take an active role in promoting equity and quality in education in the South, primarily for blacks and disadvantaged citizens. McMillan co-chaired SEF's Panel on Educational Opportunity and Post-Secondary Desegregation, which was comprised of college presidents, civil rights activists, members of the business community, state policymakers and the heads of major education associations. In 1995, the panel issued a major report: Redeeming The American Promise, which garnered extensive national attention.

The first African-American chair (1986-1987) of the Board of Regents of the University System of Georgia, McMillan is the longest-serving member of the board having served for more than 30 years since his initial appointment in February 1975. He continues his efforts to make educational equity a priority for the board and the citizens of Georgia.

Before joining the Southern Education Foundation, McMillan was chief of the Education Branch of the Office for Civil Rights for Region IV of the U.S. Department of Health, Education, and Welfare. He was previously program operations supervisor for the U.S. Office of Economic Opportunity, Southeastern Region, and held various administrative and teaching positions with Atlanta public schools.

McMillan's professional affiliations and community involvement are numerous. A trustee of Clark Atlanta University (his alma mater), he is vice chair of the Board of Trustees, member of the Executive Committee and chair of the Academic Affairs Committee.

He is a former board member of the Council on Foundations, the Association of Black Foundation Executives, the Atlanta Urban League, the Literacy Commission of the Southern Growth Policies Board, and the Southeastern Council of Foundations. He is a member of Omega Psi Phi Fraternity

McMillan is a recipient of the "Black Georgian of the Year" award from the State Committee on the Life and History of Black Georgians. The Atlanta NAACP awarded its W.E.B. DuBois award in Education to McMillan on an unprecedented three occasions. He also was awarded the Atlanta Urban League's Distinguished Community Service Award, the Association of Governing Boards' Distinguished Award for Trusteeship, and the University of Georgia's Blue Key Honor Society Award. He also is the recipient of the University System of Georgia Foundation's first Lifetime Achievement Award, which now has been officially named "The Elridge McMillan Lifetime Achievement Award."

McMillan received his bachelors degree in English from Clark College (now Clark Atlanta University), and his master's degree in guidance and student personnel administration from Columbia University, in New York, where he also did post-graduate work. He holds honorary degrees from Clark College, Claflin College, Tuskegee University and Xavier University.

5. Working team

ALICIA PHILIPP

Alicia Anne Philipp is president of The Community Foundation for Greater Atlanta, Inc., one of the fastest growing philanthropic service organizations in the country. With assets of more than \$500 million, The Community Foundation is also one of the largest community foundations in the United States. The Foundation helps individuals and families make the most of their charitable giving by educating them on community issues and by connecting them to charitable organizations and causes that specifically serve their philanthropic interests. The Community Foundation currently manages 650 individual family funds ranging from \$50,000 to \$120 million.

Alicia is considered one of the industry's leading, visionary voices on progressive community foundations, innovative grant making and strategic individual and family philanthropy. She is the Foundation's primary representative to donors, the business community, other foundations, and the general public. Under her leadership, the foundation has grown from \$7 million in 1977, to more than \$500 million today. During FY 2003-2004, the Foundation awarded more than 4,000 grants totaling nearly \$42 million to nonprofit organizations in the areas of arts and culture, community development, civic affairs, education, health, and social services.

Alicia is a member of the advisory committee of the Andrew Young School of Policy Studies at Georgia State University and serves as a board member of Central Atlanta Progress. National and regional leadership responsibilities include previous service as a board member of the Council on Foundations, the Southeastern Council of Foundations, and Independent Sector. Additionally, she is a member of the Junior League, the International Women's Forum, and the Academy of Women Achievers, and serves in leadership capacities with the Philanthropic Collaborative for a Healthy Georgia and the United Way Community Investment Committee.

Alicia has been named consecutively as one of the "100 Most Influential Georgians" by Georgia Trend Magazine and frequently as one of the "Most Influential Atlantans" by the Atlanta Business Chronicle. Alicia has also been inducted in the Atlanta Business Hall of Fame by Junior Achievement of Georgia. She has been recognized as an "Achiever" by the YMCA, received the "Roz Cohen Community Action Award" and the "Emory Medal," Emory University's highest honor for alumni. She has also been honored as one of the "Top Ten Women Managers" in the United States by Working Woman magazine.

Alicia received a bachelor's degree from Emory University and a master's in business administration from Georgia State University. She is the mother of two children, Alice and Connor.

5. Working team

AJ ROBINSON

A.J. Robinson is President of Central Atlanta Progress (CAP) and the Atlanta Downtown Improvement District (ADID). CAP, a private business association started in 1941, remains one of the most effective advocacy organizations in the city. CAP has created and spun off a number of organizations such as Trees Atlanta, Research Atlanta, COPA, Inc. and the Midtown Alliance. In 1995, CAP created the ADID and the Ambassador Force of downtown to address public safety and cleaning concerns.

In his role, he manages the overall strategic functions of the organizations which are designed to make the Downtown Atlanta community more livable, vital and diverse. Key initiatives focus on economic development, planning, public safety, sidewalk environment, transportation, events and overall marketing of Downtown Atlanta. CAP is funded through membership dues and grants from many of Atlanta's major corporations, as well as organizations and foundations committed to the development of downtown.

The former President of Portman Holdings, he was responsible for all activities of this multi-dimensional real estate company with offices in Atlanta, Charlotte, Shanghai and Warsaw. During his 22-year career with Portman, he managed all aspects of real estate development process, including identification of new opportunities, securing financing, design, construction, marketing, acquisition, property management, and asset management. Various projects included property and asset management of SunTrust Plaza, a \$400 million multi-use urban development in the heart of downtown Atlanta. Other assets included the AmericasMart, Atlanta Decorative Arts Center, Westin Charlotte, Westin Warsaw and Shanghai Centre.

He had primary responsibility for development of Shanghai Centre, a US\$200 million multi-use facility in downtown Shanghai, when completed in 1990 was one of the largest foreign investment projects in the People's Republic of China (PRC). In his over 20-year career with Portman, he worked on projects in China, Japan, Taiwan, Singapore, Thailand, Indonesia, Egypt, Israel, Austria, Brazil, India, Poland, Russia, Hong Kong, South Africa, the United Kingdom and most major US cities.

From June 1980 to January 1981, he participated in the U.S. Department of Commerce's historic creation of China's first business school under the protocol signed by President Jimmy Carter and the Chinese Department of Education. During that time, he researched, wrote and taught case studies in Dalian, China, and traveled extensively throughout the Chinese cities.

A 1980 graduate of Harvard School of Business, he received a Master's Degree in Business Administration. With high distinction, he received his Bachelor's Degree in Business Administration in June 1977 from Emory University.

A native of Knoxville, Tennessee, he is married to Dr. Nicole Ellerrine, a pediatrician, and they reside in Atlanta with their nine-year old daughter, Micaela, seven-year old son, Ethan and five-year old son, Nathaniel.

He has traveled extensively in the U.S. and internationally. His special interests include American history, politics and sports. He was chosen as one of ten Outstanding Young Atlantans in 1986, was a member of the 1991-92 Leadership Atlanta Class, and has published articles in The Wall Street Journal, Asian Wall Street Journal, Harvard Business Review, Atlanta Journal/Constitution, The Atlanta Business Chronicle and National Real Estate Investor. His other recognition includes being chosen twice as one of the 100 Most Influential Georgians by Georgia Trend Magazine, one of Atlanta's Top 40 Power Players by Atlanta Magazine and one of the Most Influential Atlantans by the Atlanta Business Chronicle.

His business and civic interest include the following positions: Director, AmericasMart, Inc.; AmericasMart.com; The Alliance Theatre; Atlanta Neighborhood Development Partnership; The Breman Heritage Museum; Former Director, Development Authority of Fulton County; Board Member and Former President, American Israel Chamber of Commerce and Industry, Inc. Southeast Region; Former Board Member and Past President, the World Trade Club Atlanta; Emory Board of Visitors; Co-Chairman, Georgia Peach PAC; Member, Young President's Organization (YPO); Board Member and Vice President, Greenfield Hebrew Academy; B'nai B'rith Youth Organization; Trustee, Marcus Jewish Community Center; and, Former Board Member, The Atlanta Jewish Federation.

5. Working team

DOUG SHIPMAN

Doug is a Manager in the Atlanta office of the Boston Consulting Group. Doug joined BCG's Atlanta office in 2001 and was a summer consultant in the BCG New York office in 2000. He also spent one year in BCG's Mumbai, India office as part of BCG's Ambassador Program.

During his time at BCG, Doug has worked for clients within the financial services, consumer goods and industrial goods industries. He has led cases dealing with marketing, sales force organization and incentives, sales distribution strategy, pricing, and operations. He has extensive experience in strategy and overall management issues.

Doug also has worked with several nonprofit clients during his time at BCG including a major Atlanta Arts organization. He also serves as a Board Member for two Atlanta organizations: Out Of Hand Theater and Easter Seals of North Georgia. Doug has also volunteered extensively at Emory University including serving as a member of the Woodruff Scholars selection committee. Doug has guest lectured at several universities including Duke University and Goizueta Business School.

Prior to joining BCG, Doug was a profitability analyst and product manager in the retail marketing group at Signet Bank and served a similar consulting function at Fleet Financial Corporation. He constructed profitability models based on customer demographics and behavior to evaluate customers, marketing programs, pricing and products.

Doug has an MPP (Master of Public Policy) from the Kennedy School of Government at Harvard University with an emphasis on domestic politics; an MTS (Master of Theological Studies) from the Harvard Divinity School with an emphasis on religion in public situations and politics and a bachelor's degree with High Honors in Economics and Political Science from Emory University.

5. Working team

ALAN WISE

Alan is a Vice President and Director in the Atlanta office of The Boston Consulting Group. He serves as the head of BCG's Travel and Tourism practice in the Americas and as the local lead of BCG's Corporate Development practice.

During his tenure at BCG, Alan has worked for clients in a broad range of industries including airlines, airplane manufacturers, lodging, financial services, telecommunications, automotive, and paper and forest products. He has extensive experience in strategy development, corporate development, sales and marketing and operations.

Alan has also worked with several nonprofit clients while with BCG, including one of the largest national cause-related nonprofits. Recent Atlanta-based projects have included assessment of strategic options for Zoo Atlanta and working with the Atlanta Convention & Visitors Bureau in the early stages of what became the Brand Atlanta campaign.

Prior to joining BCG, he worked in information technology consulting and investment banking. He was a consultant and team leader with American Management Systems Inc., and also worked in the investment banking division at Lehman Brothers Inc.

Alan has an MBA from Duke University's Fuqua School of Business and a BA in Philosophy and in Public Policy, with honors, from Duke University.

5. Working team

LYNNETTE YOUNG

Lynnette Young is the Chief Operating Officer of the City of Atlanta with responsibility for the day-to-day operation and management of city government. All operational departments of the city report to Mayor Shirley Franklin through Ms. Young. She has oversight and responsibility for service delivery and has operational accountability for all city services.

Mayor Franklin has charged Ms. Young with re-energizing and refocusing city government. Ms. Young has created four Sub-cabinets, each charged with drafting policy in the various areas. The Sub-cabinets cover operations, economic development, human services and capital projects.

Prior to joining the City of Atlanta, Ms. Young was principal and senior consultant with Damespoint Partners, a strategy development-consulting firm. Ms. Young's areas of expertise included strategy development, organizational development, governmental policies/procedures, and issues management.

Prior to opening her practice, Ms. Young served as Senior Vice President with Carnegie Morgan, a consulting firm headquartered in Maryland with offices in Michigan and Illinois. As Senior Vice President, she developed and maintained strong relationships with a broad array of government and business executives for the four divisions of the firm. She established the firm's corporate identity with new and existing clients as well as created strategies for clients based on an understanding of their organizational resources, priorities, needs, and policies.

For ten years Ms. Young served under Baltimore Mayor Kurt L. Schmoke as Chief of Staff, functioning as the Chief Administrative and Operational Officer (Deputy Mayor) of the city to whom the Mayor delegated responsibility for executive oversight and policy direction of all Mayoral Cabinet appointees.

Ms. Young was tasked with re-engineering city government services, reorganizing city agencies, and reorganizing the Mayor's office. She was responsible for the creation of the city's four sub-cabinets: the Development Group (for economic development), the Human Services Sub-Cabinet, the Empowerment Zone Sub-Cabinet, and the Critical Cabinet (all major operational agencies.) Ms. Young recommended financial management systems and strategies that helped the city maintain its strong financial position and bond rating.

Ms. Young was lead negotiator for Baltimore City with the State of Maryland and the Maryland Stadium Authority for expansion of the Baltimore City Convention Center; privatized management of the Baltimore City Arena and Baltimore City Family Fun Center; was Mayor's lead on the Inner Harbor East development site and the Inner Harbor East Hotel (Marriott); Mayor's liaison on efforts to obtain a National Football League team (the Baltimore Ravens); Mayor's representative on the development of the Columbus Marine Biotechnology Center and the Marine Mammal Pavilion at the National Aquarium.

Her membership on charitable and non-profit boards have included the Living Classroom Foundation; Catholic Charities of Maryland; Associated Black Charities; the Municipal Employees Credit Union; The National Aquarium in Baltimore; the Columbus Marine Biotechnology Center, the Caroline Center, the Baltimore Zoo, City Kids Art Factory (Jacksonville, Florida), Friends of the Fernandina Beach Library (Florida) and she served briefly as chair of the Housing Authority of Fernandina Beach, Florida.

Ms. Young graduated from the University of Maryland, Baltimore County with a degree in Political Science and completed the Certificate Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University.

She currently resides in Midtown Atlanta.

5. Working team

JAMIL ZAINALDIN

Dr. Jamil S. Zainaldin is President of the Georgia Humanities Council, a position he has held since 1997 when he moved to Georgia. The GHC is the state affiliate of the National Endowment for the Humanities. With Federal, State, and private funding support, the GHC funds and conducts projects statewide that promote community, character, and citizenship in Georgia through humanities education (history, literature, ethics).

Zainaldin attended Warner Robins High School, and holds the BA in History from the University of Virginia and the PhD in History from the University of Chicago. He has taught history at Northwestern University and Case Western Reserve University, and presently is visiting Professor (part-time) at Emory University. He is author or coauthor of two books on American history, law, and public policy as well as articles. Before assuming his present position in Georgia, he was president of the Washington-based Federation of State Humanities Councils. He has also served as the staff director of a U.S. Congressional Task Force on Social Security and Women, as issue development director of the National Council of Senior Citizens (where he wrote a book-length literature survey of aging and public policy), and as deputy director of the American Historical Association.

He is a frequent writer and speaker on the importance of history, literature, and ethics, the value of the liberal arts for life preparation, character education, and civic values. He also lectures on the perils and the possibilities of the World Wide Web. He is a past member of the Governor's Commission on History and Historical Tourism, and serves on the boards of state, regional, and national cultural, historical, and educational organizations. He co-founded the Georgia Center for Character Education, a three-year partnership of the Georgia Humanities Council, Georgia Department of Education and Georgia Power Foundation to assist in the implementation of the 1999 Georgia statute that mandated the teaching of character in Georgia's schools. He developed the council's Leadership Forum series (1999-2003), a nationally innovative civic dialogue. In 2005-2008 he is Lead Scholar in a Teaching American History grant (U.S. Department of Education) on "Seeds of Democracy." At present he is involved in an effort to create a Georgia State History Museum.

Since 1999 he has spearheaded the development of an electronic state encyclopedia (The New Georgia Encyclopedia), a GHC project in partnership with the Office of the Governor, the University of Georgia Press and the University System of Georgia/GALILEO. The Georgia online encyclopedia, among the first of its kind anywhere, has been recognized as a national model by the National Endowment for the Humanities, the New York Times, the Atlanta Journal-Constitution, and USA Today. It became available on the World Wide Web on February 12, 2004, and was named by the Library Journal as a "Best Reference Source on the Web" for 2004. It is also the recipient of a GHRAB award for Excellence in Documenting Georgia's History, and the Helen and Martin Schwartz Prize for national programming excellence awarded by the Federation of State Humanities Councils, and the Excellence in Media award of the Georgia Historical Society.